



European Union – North Pacific – Readiness for El Niño (RENI project) Evaluation Report



PREPARED FOR

Pacific Community

January 2021

REPORT PREPARED BY		
PACIFIC RESEARCH AND EVALUATION ASSOCIATES		
www.prea.com.au		
CORRESPONDENCE RELATED TO THIS REPORT SHOULD BE ADDRESSED TO:		
NAME	PHONE	EMAIL
Martin Pritchard	+61 403 440 996	martin@prea.com.au
Gemma Arthurson	+61 431 246 428	gemma@prea.com.au
Jennie Connolly	+61 411 289 417	jennie@prea.com.au

VERSION CONTROL		
VERSION	STATUS	DATE
1.13	Draft- submitted to SPC	2/12/2020
1.14	SPC feedback on main body	14/12/2020
1.15	Revised draft with SPC feedback on main body.	24/12/2020
1.16	Find version with SPC and EU feedback included	12/1/2021

ACKNOWLEDGEMENTS
<p>PREA acknowledges all the contributors to this report: the national coordinators and country-level project teams that were interviewed, other interviewees, and particularly the SPC RENI project team that gave their time to provide input and feedback to the report. Specific thanks to Dr. Gillian Cambers for her support throughout the evaluation.</p>

DISCLAIMER
<p>Whilst care has been taken in the preparation of the material in this document to ensure its accuracy, Pacific Research And Evaluation Associates and other contributors do not warrant that the information contained in this document is error-free and, to the extent permissible under law, it will not be liable for any claim by any party acting on such information.</p>

COVER IMAGE CREDITS. SPC 2020

Acronyms and Abbreviations

ACP	African, Caribbean and Pacific
ACSE	Adapting to Climate Change and Sustainable Energy project
AF	Adaptation Fund
ADB	Asian Development Bank
AVGF	Automatic Valveless Gravity Filter
AVI	Australian Volunteers International
BSRP	Building Safety and Resilience in the Pacific (EU)
BPW	Bureau of Public Works
CCM	Climate Change Matters
CePaCT	Centre for Pacific Crops and Trees (SPC)
COVID-19	Corona Virus Disease 2019
CRGA	Committee of Representatives of Governments and Administrations
CROP	Council for Regional Organisations in the Pacific
CSO	Civil Society Organisation
CV	Curriculum Vitae
DAC	Development Assistance Committee
DRM	Disaster risk management
EDF	European Development Fund
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPA	Environmental Protection Agency
EPS	Ecological Purification System
EQPB	Palau Environmental Quality Protection Board
EU	European Union
EUD	EU Delegation
FFD	First flush device
FOA	Food and Agricultural Organisation (UN)
FSM	Federated States of Micronesia
GCCA: PSIS	Global Climate Change Alliance: Pacific Small Island States project
GCCA+ SUPA	Global Climate Change Alliance Plus Scaling up Pacific Adaptation
GEF/R2R	Global Environmental Facility Ridge to Reef (UN)
RENI	European Union – North Pacific – Readiness for El Niño project
GCF	Green Climate Fund
GEM	Geoscience, Energy and Maritime Division (SPC)
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HRSD	Human Rights and Social Development Division (SPC)
IOM	International Organisation for Migration
JNAP	Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management
LRD	Land Resources Division (SPC)
MIOFA	Marshall Islands Organic Farmers Association
MOU	Memorandum of Understanding
MNRC	Ministry of Natural Resources and Commerce (RMI)
M&E	Monitoring and Evaluation
NDMO	National Disaster Management Office
NEMO	National Emergency Management Office (Palau)
NEC	National Emergency Committee

NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
OFDA	Office of Disaster Assistance (USAID)
O&M	Operations and Maintenance
PACC	Pacific Adaptation to Climate Change project
PACRES	Pacific Adaptation to Climate Change and Resilience Building
PCCR	Pacific Climate Change Roundtable
PDD	Project Design Document
PICT	Pacific Islands, Countries and Territories
PIFACC	Pacific Islands Framework for Action on Climate Change
PLANET	Participation; Link to Rights; Accountability; Non-discrimination; Empowerment and Transforming Social Norms
PMU	Project Management Unit
PPUC	Palau Public Utilities Corporation
PREA	Pacific Research and Evaluation Associates
RFP	Request for Proposal
RFQ	Request for Quotation
RMI	Republic of Marshall Islands
ROM	Results Orientated Monitoring
ROP	Republic of Palau
RRRT	Regional Rights Resource Team (SPC)
SIDS	Small Island Developing States
SDP	Social Development Program (SPC)
SDG	Sustainable Development Goals
SODIS	Solar disinfection of water
SOP	Standard Operating Procedures
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
TOR	Terms of Reference
TTM	Taiwan Technical Mission
TVET	Technical Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Emergency Fund
USAID	United States Agency for International Development
USP	University of the South Pacific
WASH	Water Supply, Sanitation and Hygiene
WFP	World Food Program
WHO	World Health Organization
WUTMI	Women United Together Marshall Islands

Table of Contents

1.	Executive summary	1
1.1	Recommendations	7
2.	Introduction	8
2.1	Project purpose and objective	9
2.2	Evaluation objectives.....	9
2.3	Scope of the evaluation	10
2.4	Evaluation methodology	11
2.4.1	Limitations.....	12
2.5	Implementation arrangement	13
3.	Findings.....	14
3.1	Exploration of Relevance and EU value add	14
3.1.1	To what extent is the RENI project consistent with, and supportive of relevant national, regional and international plans, policies and frameworks?	14
3.1.2	To what extent is the project aligned with on-going initiatives of SPC, EU, and other partners in the Pacific region which are directly or indirectly related to the project?	14
3.1.3	To what extent are partner country drought and development-related problems and social needs addressed by the RENI Project objectives?	16
3.2	Exploration of Coherence	17
3.2.1	Have the design and implementation approaches taken by the RENI Project avoided duplication of work and taken advantage of synergies or collaboration opportunities?	17
3.3	Exploration of Effectiveness	18
3.3.1	To what extent has the RENI project attained, or is expected to attain, its specific objective(s)?	18
3.4	Exploring Impact	30
3.4.1	To what extent has the RENI project enhanced the resilience of the people of FSM, Marshall Islands, and Palau to the shocks and insecurities resulting from extreme El Niño events?	30
3.4.2	Were there any unintended positive or negative outcomes or impacts resulting from the RENI Project?	32
3.5	Exploring Sustainability.....	34
3.5.1	To what extent will the project benefits in the targeted sectors and communities be sustainable over the longer term (5-years)?.....	34
3.5.2	Documentation and sharing of lessons	37
3.6	Exploring Efficiency	37
3.6.1	To what extent does the RENI project demonstrate timely implementation, sound financial management and value for money?	37
3.7	Exploration of cross-cutting issues of gender and environment.....	43

3.7.1	To what extent has the project demonstrated sensitivity to environmental and gender issues?	43
3.7.2	Environment	46
3.8	Exploring Visibility	47
3.8.1	To what extent have project activities and results been made visible in both the beneficiary countries and the European Union countries?	47
4.	Overall assessment and conclusions.....	49
5.	Best practices and Recommendations.....	51
5.1	Best practices	51
5.2	Recommendations	52
6.	Annex.....	54
6.1	Annex 1. Terms of Reference	54
6.2	Annex 2. Evaluators CV summaries.....	61
6.3	Annex 3. Evaluation Methodology	64
6.4	Annex 4. Documents reviewed and Bibliography.....	95
6.5	Annex 5. Stakeholders interviewed to inform the evaluation.....	97
6.6	Annex 6. Country Evaluation Reports	99
6.6.1	Republic of Marshall Islands RENI Evaluation Report	99
6.6.2	Federated States of Micronesia RENI Evaluation Report.....	99
6.6.3	Palau RENI Evaluation Report	99
6.7	Annex 7. Project alignment.....	100
6.8	Annex 8. Water storage capacity added.....	102
6.9	Annex 9. Activity completion summary	103
6.10	Annex 10. Logframe Matrix	104
6.11	Annex 11. Regional RENI Logframe Matrix with results	109
6.12	Annex 12. Building national capacity	120
6.13	Annex 13. Project risk assessment guidelines.....	121
6.14	Annex 14. Evidence of applying lessons learnt	122
6.15	Annex 15. Evidence of adaptive management	124
6.16	Annex 16. Country-level finance data summary.....	126
6.17	Annex 17. Visibility product summary	128
6.18	Annex 18. DAC Evaluation Report Summary	131

1. Executive summary

The European Union (EU)– North Pacific - Readiness for El Niño (RENI) Project aimed to increase resilience to El Niño related drought through water and food security measures in three beneficiary Pacific Island Countries (PICs): Republic of Marshall Islands (RMI); Federated States of Micronesia (FSM); and Palau. The €4.5 million project was funded by the EU and implemented by the Pacific Community (SPC). The three-year, four-month project started in July 2017 and concluded in December 2020. The RENI Project also provided technical assistance and capacity building for key national-level and community stakeholders, and supported the sharing of knowledge and experiences across the three countries through regional events.

Project snapshot

Project name:	North Pacific – Readiness for El Niño (RENI Project)		
Funded by:	European Union	Amount:	€4.5 million
Implementation agency:	Pacific Community		
Start date:	6/07/2017	End date:	5/11/2020
Overall objective	To enhance the resilience of the people of the FSM, RMI and Palau to the shocks and insecurities resulting from extreme El Niño events, specifically extreme drought.		
Specific objective	To strengthen the implementation of a sustainable, multi-sectoral, multi-stakeholder approach to readiness for future El Niño events.		
Participating countries	Target State/location	Sector focus	Activity Highlights
Republic of Marshall Islands	Ailuk Atoll Santo, Kwajalein Atoll	1. Food security 2. Water security	<ul style="list-style-type: none"> Reintroduced atoll organic agriculture home vegetable gardening practices and organic pest control measures. Introduced new healthy behaviours to cook more nutritious meals; encourage regular physical exercise. Increased potable water storage for human consumption and to support atoll agriculture.
Federated States of Micronesia	Yap Proper, Yap State Kapingamarangi, Pohnpei State	Water security	<ul style="list-style-type: none"> Increased community-level potable water harvesting and storage capacity. Ecological Purification System (EPS) installed and providing continuous supplies of potable water. Hydrological assessment and water monitoring of underground water resource. Women's group engaged in water conservation and awareness activities.
Palau	Ngatpang state	Water security	<ul style="list-style-type: none"> Hydrological assessment informed site location for water project. Design completed and permits obtained for state-level potable water filter and storage system. System was not built. Palau withdrew from the RENI Project in February 2020.¹
Direct beneficiaries:	2,881	Indirect beneficiaries:	13,899

¹ Palau's withdrawal from RENI is explored more on p.15 of this report with additional details available in a separate individual country evaluation report for the Palau RENI project that is available from SPC.

The purpose of the evaluation was to provide the decision-makers from the EU, SPC, partner countries and regional organisations with an overall independent assessment about the performance and impact of the RENI Project, to clarify key lessons and develop practical recommendations. The results of this evaluation will inform the design of future projects. The evaluation was undertaken by Pacific Research & Evaluation Associates (PREA) over a four-month period between September and December 2020. The evaluation relied mostly on qualitative methods including a desktop review and interviews with key stakeholders. Field trips to observe project outputs and meet with beneficiaries were not possible due to COVID-19 related travel bans.

Exceptional circumstances

The RENI Project took place amidst three key sets of exceptional circumstances that impacted directly on the project and the ability to achieve its objectives.

1. The global COVID-19 pandemic starting in March 2020 prevented planned international travel, delayed the shipment of procured goods and resulted in activities being rescheduled, rescope or cancelled.
2. Measles and dengue disease outbreaks (August to December 2019) in RMI resulted in similar impacts as COVID-19.
3. Palau's withdrawal from the RENI Project in February 2020. Palau's planned water security measure was designed, however, the procurement process to construct the system concluded in no winning bid being awarded to undertake the work. More details on the achievements made and circumstances that contributed to Palau's withdrawal are documented in the Palau country evaluation report (Annex 6.6.3).

The remainder of this executive summary presents key findings and responses to evaluation questions grouped under the Development Assistance Committee (DAC) evaluation criteria headings. High-level recommendations are presented after these findings.

Relevance and EU value add

The RENI Project was highly relevant for all three participating countries. All three countries were severely impacted by the 2015-2016 El Niño related drought. The need to improve preparedness for future drought events was identified and the RENI Project directly sought to address this need.

The objectives of the regional RENI Project and activities selected for RENI country projects were all very consistent with relevant national, regional and international plans, policies and frameworks. Project design processes including both national and community consultation processes helped ensure relevancy and close alignment with national priorities and community needs. The requirement for Project Design Documents (PDDs) to demonstrate alignment with national policies, frameworks and plans helped ensure these linkages were present.

The RENI Project was closely aligned with both the EU's and SPC's past and current projects and initiatives. This is evidenced by the work that both organisations do in disaster risk reduction, and building national and community-level resilience to the impacts of climate change in the Pacific region. SPC was successful in working across its organisation to pull in relevant knowledge and expertise to assist with both the design and implementation of activities. This good practice should be continued in future projects. One opportunity was identified to increase alignment with EU frameworks by specifically referring to EU's Gender Action Framework (2016 – 2020) and supporting action plan.

Coherence

The RENI Project did not duplicate any existing or planned activities in the three participating countries. This outcome was achieved in part due to the application of a multi-stakeholder, multi-sector integrated approach that saw the involvement of cross-sector government agencies, civil society, private sector and development partners involved in initial project consultations to short-list project focus areas. For example, in Palau, the use of existing decision-making structures such as the National Emergency Committee (NEC) which includes representatives across government ministries and civil society, was used to identify project focus area from existing drought related response plans. Palau's use of existing structures and plans to inform the RENI Project priority focus area was noted as a good practice. The integrated approach also supported the identification of collaboration opportunities with existing projects. For example, in RMI, a RENI Project funded school vegetable gardening program complemented existing school nutrition activities. In FSM, the RENI Project was able to collaborate with the Climate Change Adaption Fund work in Kapingamarangi to contribute to shared water security objectives through connecting a water catchment restored by the Climate Change Adaptation Fund to rainwater harvesting system installed by the RENI Project.

Effectiveness and Impact

The RENI Project achieved its specific objective 'to strengthen the implementation of a sustainable, multi-sectoral, multi-stakeholder approach to readiness for future El Niño events' in all three countries with stronger outcomes in RMI and FSM, specifically through water security measures that increased water storage capacity at the community level, as well as some food security measures in RMI. Foundations for increased readiness for drought was also created in Palau through the development of detailed plans and securing permits to build a water filtration and storage system capable of producing 57,600 gallons (217,440 litres) of potable water per day.

The project design included three key output areas to frame activities within. A summary of outputs and outcomes achieved under each of these areas is summarised below.

Output 1 – Individual and community behaviour change

The evaluation commends the introduction of an output focused on relevant behaviour change to support structural measures (output 2) that promotes increased resilience to drought.

RMI outputs and achievements - Behaviours identified, promoted and adopted include organic atoll agriculture home gardening, practicing natural pest & disease management controls, cooking more nutritious meals using locally grown produce and regular physical exercise. Supported by the distribution of seeds, seedlings, soil, tools and training, the initial uptake of behaviours was positive, however, later reports from an agricultural consultant employed by the RENI Project identified gardens not being replanted and that there was a lack of commitment from the two project-funded Agricultural Extension Officers to perform their enabling roles. Organic pest control measures introduced created a positive impact and two pests, the papaya mealy bug and scale on lime trees, were effectively controlled (eradicated). There was insufficient data to make an informed judgement about the impacts of behaviour change measures encouraging the adoption of a more nutritious diet and increasing levels of physical exercise.

FSM outputs and achievements – Women's group engaged through a consultant to conduct awareness in water conservation within Yap Proper and a local primary school.

Output 2 – Local structural measures paying special attention to the rights of women and vulnerable groups in outer islands

The RENI Project was strong in its delivery of structural measures with positive progress being demonstrated in all three countries. Collectively, the country projects created an additional 123,088 gallons (466,058 litres) of water storage capacity in eight communities spread over four island groups within RMI and FSM. In Kapingamarangi, FSM additional water storage has created approximately one month of extra supply of water for the community. In Ailuk, RMI, approximately eight additional days of supply were provided. Additionally, infrastructure to purify 813 gallons (3,080 litres) per day is currently being installed in Yap Proper.² Groundwater monitoring equipment was also provided to Yap State, as well as data sharing capacity to contribute to long-term groundwater management and improved water supply based on the hydrogeological study of the Tamil-Gagil aquifer.

RMI additional achievements in food security included 18 home vegetable gardens established with assistive gardening tools distributed, 2 seedling nurseries established with assistive machinery provided to aid digging, composting and mulching, 3 agricultural extensions agents trained and operational (to some extent), producing seeds and seedlings to distribute to households and to support the ongoing supply of communal native food plants and the distribution of drought resilient crops.

The food-security focused activities in Ailuk, RMI demonstrated the effective use of the integrated approach with involvement from the private sector, civil society and the national government working across both the health and agriculture sectors. In Ailuk, a DRM plan was created and disaster simulation activities and First Aid training added to local DRM capacity, as well as a DRM template developed to support other outer island atolls in preparing their own DRM plan.

Output 3: National institutional, planning and technical measures

The RENI Project design recognised the importance of increasing human and institutional capacity at the national level to prepare for future drought events. This was progressed to some extent through workshops and knowledge exchange at regional RENI Steering Committee meetings.

Capacity was also built in other areas through training outer atoll mayors and councillors and Agricultural Extension Officers in RMI, and training of operation and maintenance skills to communities who received rainwater harvesting systems in FSM. MoUs signed with FSM communities who received this infrastructure and training contributed to this output by outlining ongoing roles and responsibilities.

Whilst there was progress at the community level, there was less progress made in embedding drought preparation measures into state and national plans. The development of RMI's outer island DRM template was the main achievement in this area, as well as the FSM MoUs signed between SPC, Yap State Environment Protection Agency (EPA), water authorities and the Weather Office that outlines roles and responsibilities for groundwater monitoring and data sharing after the RENI project is finished.

A strength of the RENI Project was its scientific evidence-based approach to selecting structural measures and site locations based on research such as hydrological assessments in Palau and FSM, water catchment assessments in Kapingamarangi, agricultural assessments in Ailuk, RMI, and SODIS research in FSM and RMI.

Delivery of activities

The RENI Project delivered the significant majority (77%) of planned country-project activities and outputs as outlined in the project design. Considering the impacts of the international COVID-19 pandemic and

² Yap's EPS estimate based on using a 2700 litre tank with a radius of 0.7m or filter area of 1.54 m². Palau's Tabecheding water system will add an additional 57,600 gallon (217,440 litres) per day production of potable water if it is completed by another project.

measles and dengue outbreaks in RMI, and Palau's withdrawal from the RENI Project, this is overall a very positive result. The RENI Project was successful in achieving or exceeding seven of its fourteen targets in the regional logframe. This would normally be viewed as a below average result, however, external and exceptional unexpected events outlined above were responsible for most unmet targets.

Gender-sensitive human-rights based approach

Guided by capacity building in a gender-sensitive human-rights based approach in the PLANET principles and framework, project stakeholders applied these principles to their project designs and implementation. This was evidenced through gender segregated consultation processes, specific activities designed by women to target women and broader considerations for how projects would assist the most vulnerable such as the elderly or people with disabilities. For example, water supply designs facilitated easier access to water for the elderly through piped water, and for people with disabilities through concrete and central location points of water storage.

Decision making and governance capacity of vulnerable people, specifically 35 women and 41 men in Ailuk, was built through workshops exploring human rights, women's rights and governance. The need for follow-up engagement with the Ailuk community to address gender-based violence issues uncovered by the project was acknowledged.

Enabling and limiting factors

Factors and practices that facilitated or impeded the achievement of objectives were explored by the evaluation across, project management, design and implementation domains. Enabling factors that supported the achievement of results included the experience and commitment of RENI PMU who were able to adhere to contracted obligations and SPC policies whilst remaining flexible and implementing adaptive management to cope with risks and challenges identified such as travel and meeting bans imposed as a result of the COVID-19 pandemic. Assistance from the SPC Micronesia Regional office based in Pohnpei, FSM helped overcome some administrative and logistics challenges.

The limits imposed by COVID-19, dengue and measles restrictions are mentioned here and discussed in the body of the report. Other factors that limited the achievement of outcomes include the relatively short project duration to achieve development outcomes, specifically behaviour change when considering the project design processes can take approximately 12 months and procurement of goods, another 3 to 4 months, leaving limited time for implementation before exit strategies are implemented. The challenges of implementing behaviour change programs was discussed and recommendations to strengthen plans for behaviour change interventions were proposed using existing tools and techniques. Responding to the project time limitations and the outcome of Palau's water system procurement, the evaluation recommends more focus on project risk profile assessment for projects with relative short timeframes.

Capacity constraints within SIDS such as a small private sector and small pools of available skilled consultants were evident in difficulties experienced by the RENI Project to find and contract suitable service providers to support activities and fill National Coordinator positions. Challenges intrinsically linked to deliver projects on small remote islands were also experienced. For example, the absence of frequent, reliable transport services required the use of chartered private boats significantly increased the cost of planned activities.

Lessons learnt

The quality of the RENI Project design and implementation was significantly improved through the application of lessons learnt and evaluation recommendations from past projects. For example, the impact evaluation of a previous work security project in Fais Island provided important lessons that were applied to RENI. This model of undertaking small impact assessments of relevant activities implemented by previous projects using a defined impact assessment methodology is commendable and recommended for replication across SPC's divisions.

Sustainability

The sustainability of water security structural measures and associated benefits are assessed as being highly likely to continue. High levels of community ownership, community capacity building and the provision of ample spare parts to assets are factors that contribute towards this assessment.

The sustainability of newly introduced behaviours such as organic home gardening practices is less certain. The project made linkages between home gardening and healthy eating, better nutrition and exercise to increase the likelihood that agricultural activities would be continued, however, low levels of motivation, limited oversight of agricultural extension agents and reliance on external funding/inputs are factors that are likely to impede the continuation of home gardening and the use of organic practices. Sustainability of outputs and outcomes were also supported by a range of exit strategies documented in PDDs.

Efficiency

Work planning and budgeting processes were found to be efficient and well managed through quarterly reporting and planning cycles. Approximately EUD 2.7 million (60%) of the total budgeted EUD 4.5 million was spent during the implementation period. The largest actual cost reduction was identified as EUD 792,000 in PMU salaries which was mostly achieved through two staff working across two separate projects with cost-sharing arrangements. Other valid reasons for the underspend were identified and in light of these explanations the aforementioned external events impacting the project, the evaluation does not consider this to be a poor reflection on the project design, implementation or management. Unallocated funds are likely to be invested in a future agricultural program targeting the same countries. The quality of project activities and outputs, specifically water catchment system design and implementation was assessed as very high. There were two minor quality issues identified for work undertaken by contractors in RMI and these are documented in the body of this evaluation report.

The cost of implementing projects in outer islands is high in absolute terms and additionally in relative expenditure per beneficiary.

Cross-cutting issues

The RENI Project adopted a gender-sensitive approach in its design and implementation. Evidence that supports this claim has been documented above and in more detail in this evaluation report. The use of the PLANET³ principles and framework assisted country projects to consider both gender and human-rights approaches across the lifespan of their projects. The integration of the PLANET principles into SPC's People Centred Approach strategy will help mainstream its application across other future SPC projects.

The RENI Project considered environmental concerns in both design and implementation to reduce negative environmental impacts through for example conducting an Environmental Impact Assessment

³ Participation, Link to Rights, Accountability, Non-discrimination, Empowerment and Transforming Social Norms

(EIA), modifying the design of structural measures, selecting fossil-fuel free transportation where possible and opting for solar powered devices such as solar pumps in some, but not all instances.

Visibility

With the guidance from a part-time Communications Officer and a Communications Plan, the RENI Project produced a relatively large number of communications and visibility products for a project of its size and duration. The medium and language used in products was adjusted for each specific target audience identified in the Communications Plan. Key visibility products included a website, fact sheets, posters, local and regional events, technical assessments, community-focused booklets/guides, the use of social media, media releases and other common project collateral items. A series of nine professional video stories were produced that share project achievements, lessons and challenges. The reach of communications products was not assessed in detail, however, it is known that between 4,000 and 7,000 people watched one or more RENI Project videos and that approximately 5,000 other individuals were reached through other channels.

Overall, the evaluation finds that the RENI Project delivered most of its intended outputs and made sufficient progress towards achieving intended outcomes to strengthen the implementation of a sustainable, multi-sectoral, multi-stakeholder approach to readiness for future El Niño events.

1.1 Recommendations

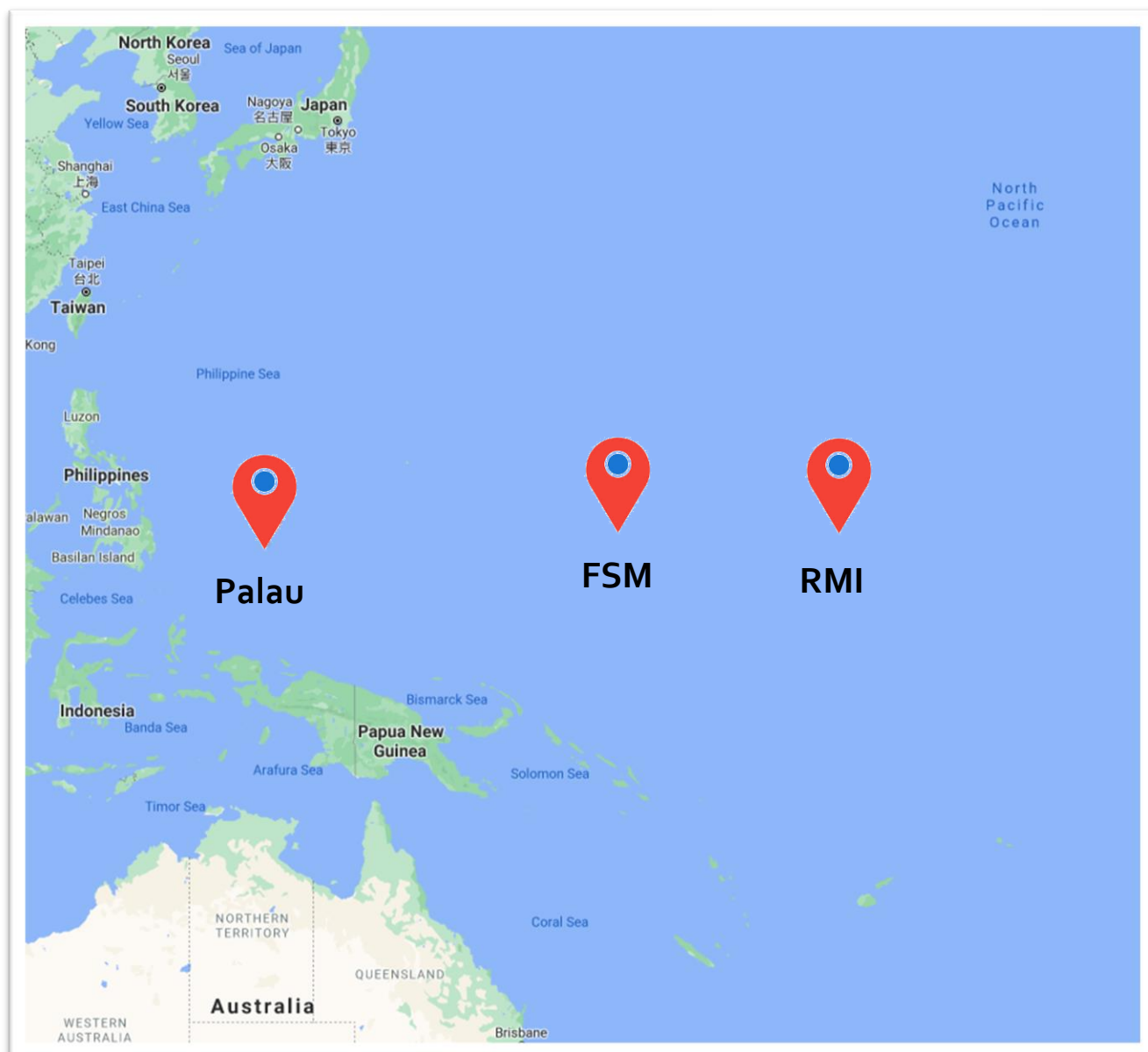
The following high priority recommendations are made in response to evaluation findings. Readers are advised to review the full set of recommendations in section 5.2 and also review the more detailed country-specific recommendations in each country evaluation report.

Recommendations
<p>Risk Management:</p> <ul style="list-style-type: none"> • Increase scrutiny of PDD Risk Management section to ensure country and project-specific risks are identified and addressed. • Risk matrices or guidance on completing the Risk Management section of PDDs should highlight the need to include and assess 'Land ownership issues, claims and challenges' as a risk item for all projects where capital works are proposed on land areas. • Perform project risk assessment and grading on concept notes and PDDs. Projects graded above low risk should be requested to include actionable, costed contingency activates to replace specific activities or components with higher risk ratings. Trigger conditions and trigger assessment points should be documented and added to the timeline.
<p>Improving SPC Internal Processes and Capacity:</p> <ul style="list-style-type: none"> • Continue working on internal processes and protocols to normalise and simplify multi-disciplinary work across SPC's teams to enable one project to engage expertise from SPC's different divisions. • Continue to build the technical and project management capacity within the SPC Micronesia Regional Office to facilitate future Northern Pacific focused projects being managed from that location. • Future projects to provision funds to undertake impact assessments of relevant activities implemented by previous projects to inform the current project design and implementation.

2. Introduction

The European Union – North Pacific - Readiness for El Niño (RENI) Project was funded by the European Union (EU) under the Pro-Resilience Special Measures in response to food insecurity in African, Caribbean and Pacific (ACP) Countries through the 11th European Development Fund.⁴ The Project was implemented by the Pacific Community (SPC) in partnership with government agencies from the three beneficiary Pacific Island Countries (PICs): Republic of Marshall Islands (RMI); Federated States of Micronesia (FSM); and Palau. Figure 1 shows the approximate location of three countries to highlight their remoteness.

Figure 1. RENI partner country location map



⁴ EUD: Cross-Regional Information System number for Pro-resilience measure: FSM FED/2016/39693

The Delegation Agreement between the European Union Delegation (EUD) and SPC stipulated that the total project budget of €4.5 million would be allocated across the three participating countries as follows: FSM €1.8 million; RMI 1.575 million; and Palau €1.125 million.⁵ The three-year, four month contract for the project was signed on 6th July 2017 with all contracting scheduled to be completed 5th July 2020 and implementation completed by 5th November 2020. Due to the exceptional circumstances of the COVID-19 pandemic, the implementation period was extended into December 2020 to allow the few remaining outstanding activities to be completed.

The RENI Project focused on two closely linked sectors – food security and water security. Countries were required to select one of these as their primary focus with the option of adding complementary activities from the other sector. The RENI Project also provided technical assistance and capacity building for key national-level and community stakeholders and supported the sharing of knowledge and experiences across the three countries through regional events.

2.1 Project purpose and objective

The overall objective of the RENI Project was to enhance the resilience of the people of the FSM, RMI and Palau to the shocks and insecurities resulting from extreme El Niño events, specifically extreme drought. The specific project objective was to strengthen the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events.

The project design encouraged participating countries to focus on three key output areas:

1. Uptake of key individual and community behaviours that support El Niño resilience.
2. Local area structural measures to support El Niño resilience building and paying special attention to the rights of women and vulnerable groups in outer islands.
3. National measures - institutional, planning and technical – to support readiness for future El Niño events.

2.2 Evaluation objectives

The purpose of the evaluation was to provide the decision-makers from the EU, SPC, partner countries and regional organisations with an overall independent assessment about the performance and impact of the project, to clarify key lessons and develop practical recommendations. The results of this evaluation will inform future project design. This evaluation covers the activities conducted over the period 6th July 2017 to 5th November 2020.

The evaluation Terms of Reference (ToR) (see Annex 1) identified four key evaluation criteria with relevant sub-criteria that this evaluation assesses against. These are summarised as:

1. Assess the degree to which project activities have achieved the defined objective, purpose and expected results using the intervention logic (log frame).
2. Review the issues and challenges faced, lessons learnt and successes achieved, addressing:
 - Design of the RENI project under the Pro-Resilience Special Measure

⁵ Delegation Agreement (Ref. Ares (2017) 3249058 – 29/06/2017) which was signed by representatives from the European Union Delegation to the Pacific and SPC on 5th July 2017.

- Scale implications of a sub-regional project
 - Human resources in partner countries
 - Management of the project, including financial management by SPC
 - National ownership of project activities
 - Role of partnerships in the delivery of project activities
3. Assess the issue of sustainability and specifically:
 - Strengthened community resilience to drought
 - Increased coping capacity to the recent drought (January to May 2020)
 - Application of past lessons learnt
 4. Assess the project's sensitivity to environmental and gender issues:
 - Application of gender and a rights-based approach
 - Addressing the needs of the most vulnerable
 - Consideration of behavioural change

Evaluative judgements are made against the follow standard and extended DAC evaluation criteria:

- Relevance (problems and needs)
- Effectiveness (achievement of purpose)
- Efficiency (sound management and value for money)
- Impact (achievement of wider effects)
- Sustainability (likely continuation of achieved results)
- Coherence (mutual reinforcement)
- EU value added
- Visibility

2.3 Scope of the evaluation

The evaluation considers project activities, outputs and outcomes that were achieved or took place from 6 July 2017 through to November 2020 for the three participating countries (FSM, RMI, Palau) including related regional activities led by SPC.

Out of scope

In response to COVID-19 impacts, some minor project activities remain incomplete and are scheduled to be completed early December 2020. Therefore, the evaluation of a limited number of outputs delivered in late November and early December 2020 could not be included within the evaluation scope. The evaluation will make comment on the extent these activities and outputs have been implemented, and when they are likely to be completed.

2.4 Evaluation methodology

Pacific Research and Evaluation Associates (PREA) was contracted by the Pacific Community (SPC) to conduct a project evaluation for the activities conducted over the period 6th July 2017 to 5th November 2020. See Annex 2 for a summary of the evaluation team. The evaluation used a mixed methods approach with a much higher emphasis on qualitative methods and data. These methods consisted of desktop research and key informant interviews. COVID-19 travel restrictions prevented onsite field observations of demonstration measures and story collection from beneficiaries. A detailed methodology is provided in Annex 3.

Desktop research

An extensive desktop research was undertaken to inform the evaluation. Over 200 project documents and supporting plans, policies and reports were reviewed (Annex 4). The main types of documents reviewed include:

- Concept notes, project design documents, technical detailed design documents, logframes and the project Communications plan;
- Consultation reports, technical reports, consultant's/field trip reports, policy documents and strategic plans;
- Steering Committee meeting and financial reports;
- Photographic evidence; and
- Website pages, Facebook posts and Twitter tweets.

Key informant interviews

The PREA project team sought out a range of stakeholders to interview to ensure that different viewpoints were heard, and to triangulate results. Interviews and group consultations were conducted with 38 people to inform the evaluation (Annex 5). Whilst the evaluation was to be more focused on collecting evidence and stories from beneficiaries, COVID-19 related travel restrictions prevented travel to the participating countries to meet with and interview beneficiaries. Attempts by PREA to engage external consultants and civil society groups to undertake in-country interviews with beneficiaries proved logistically challenging and as a result, the project had to rely on community leaders such as mayors to represent the voice of the communities. Only two (5%) of direct evaluation informants could be classified as project 'outsiders' representing beneficiaries.⁶ Indirect feedback from some beneficiaries was also captured through other existing monitoring data captured in workshop reports and video productions.

The types of stakeholders interviewed included:

- SPC RENI project manager, and Project Management Unit (PMU) staff;
- National RENI National Coordinators;
- Key national government representatives from all three countries;
- Contractors/consultants;
- National and regional development partners including the EUD and International Organisation for Migration (IOM).
- CSO's

⁶ The evaluation TOR requested a breakdown of informants into 'insiders' responsible for design/delivery and 'outsiders' representing the community and beneficiaries.

Evaluation timeline

The evaluation timeline starting on 7/9/2020 and ending on 11/12/2020 is summarised in the Table 1.

Table 1. Evaluation timeline summary

Evaluation activities	Start date	End date
1. Contracting and work plan development	7/9/2020	11/9/2020
2. Inception report and methodology	11/9/2020	25/9/2020
3. Desktop review	9/9/2020	26/9/2020
4. Stakeholder consultation	26/9/2020	16/10/2020
5. Analysis and country reports	12/10/2020	13/11/2020
6. Draft overall report	13/11/2020	1/12/2020
7. Finalise reports	7/12/2020	7/1/2021

Reporting

Three country-level evaluation reports were prepared (Annex **Error! Bookmark not defined.****Error! Reference source not found.**, **Error! Reference source not found.** and **Error! Reference source not found.**) which contain more detailed country-specific information. Findings and recommendations from these country-level reports have been drawn from to inform those in this overall report.

2.4.1 Limitations

There were a number of limitations experienced by the evaluation:

1. COVID-19 related travel restrictions prevented travel to the three participating countries and meant that no focus groups or interviews could be conducted with beneficiaries. This meant that the evaluation does not accurately report findings and outcomes from their perspective and that the evaluation had to rely more on SPC's reports, photos and videos to assess project effectiveness and impact from a beneficiary perspective, as well as the 5% of interviewees who were considered to be "outsiders."
2. In response to COVID-19 impacts, some minor project activities remain incomplete as of 5th November 2020 and are scheduled to be completed early December 2020. This slightly limits the ability of the evaluation to assess all the planned outputs and outcomes against certain evaluation criteria.
3. Final financial reports were not available to the evaluation team. It is not expected that additional expenses post 30th June 2020 reports analysed would have a significant impact on financial results or the evaluation findings.
4. PREA had intended to sub-contract consultants in each participating country to conduct face-to-face interviews and collect stories and photos to add to the evidence to inform the evaluation. Unfortunately, some consultants were not responsive and in other cases, the evaluation timing and COVID-19 travel bans prevented engagement

2.5 Implementation arrangement

As outlined in the Delegation Agreement between the EUD and SPC, the RENI project was housed in the SPC Geosciences, Energy and Maritime Division (GEM) and specifically within the Disaster and Community Resilience Programme. The core RENI PMU was resourced by five SPC staff (See personnel heading within Section 3.6 -Efficiency) with two staff being shared across two projects for part of the implementation period. The PMU was supported by an SPC hired National RENI Coordinator in each country. Additional administrative, logistics and monitoring support was provided through engagement with SPC's Micronesia Regional Office based in Pohnpei, FSM. Each partner country nominated a lead government agency that was listed in in the Project Design Documents (PDD) with oversight responsibilities for implementation. National Coordinators were hosted within national/state government agencies. The PMU engaged with other SPC divisions to bring in their expertise and lead relevant procurement and in-country activities.

3. Findings

The findings sections of this report respond to each of the key evaluation criteria documented in the evaluation plan. These are categorised according to the overarching DAC criteria (See Section 2.2). Each section includes key findings and acknowledgement of good practices. Relevant recommendations are included and highlighted using *italics* font. DAC criteria with multiple sub-criteria will include an overall summary at the end of the topic.

3.1 Exploration of Relevance and EU value add

3.1.1 *To what extent is the RENI project consistent with, and supportive of relevant national, regional and international plans, policies and frameworks?*

The RENI Project design was very consistent with national, regional and international plans, policies and frameworks. The requirement for PDDs to demonstrate alignment with national policies, frameworks and plans helped ensure these linkages were considered.

The three RENI country-specific evaluation reports for RMI, FSM and Palau ('country reports') documented high levels alignment and relevancy of each individual project to national plans, policies and frameworks in their respective countries. The overall RENI design also aligned to relevant regional frameworks including the Framework for Resilient Development in the Pacific, the Sendai Framework for Disaster Risk Reduction, Paris Agreement to the United Nations Framework Convention on Climate Change and the 2030 Agenda for Sustainable Development. Specific examples of how the RENI Project aligns with the regional policies and frameworks are documented in Annex 7. The evaluation makes no recommendations to improve in this area.

3.1.2 *To what extent is the project aligned with on-going initiatives of SPC, EU, and other partners in the Pacific region which are directly or indirectly related to the project?*

The RENI Project is closely aligned with both the EU's and SPC's past and current projects and initiatives. This section also naturally encapsulates analysis of EU value added in terms of identifying the extent the RENI Project complemented other EU interventions in the region.

The EU approached SPC to be the implementing entity for the RMI, FSM and Palau RENI projects based partly on SPC's past successful performance in delivering similar initiatives such as the EU Global Climate Change Alliance: Pacific Small Islands States project (GCCA: PSIS). SPC is currently implementing the GCCA+ Scaling Up Pacific Adaptation (GCCA+SUPA) project which shares synergies with the RENI Project such as targeting some of the same countries through a multi-country, multi-sector, country-specific and regional approach to increase resilience to climate change and disaster risks such as drought.

The RENI Project also has links to SPC's Internal Climate Change Engagement Strategy for the Secretariat of the Pacific Community with alignment to Key Result Area 1: 'Strengthened Pacific Islands, Countries and Territories (PICT) climate change response capabilities at the sectoral and national level' as demonstrated in the RENI Project by increased underground water monitoring capacity of the Environmental Protection Agency in Yap Proper. Alignment with Key Result Area 6: Strengthened regional climate change coordination and partnerships could also be identified through partnership with the Climate Change Adaptation Fund (AF) in FSM.

The RENI Project drew upon SPC's technical expertise across the organisations to inform and deliver relevant aspects of the RENI Project including:

- SPC Land Resources Division (LRD) – Informed initial agricultural-related activities in RMI.

- Regional Rights Resource Team (RRRT) and Social Development Programme (SDP) – Trained SPC project staff and key national project stakeholders in the importance of, and how to apply a gender sensitive rights-based approach through use of the PLANET (Participation, Link to Rights, Accountability, Non-discrimination, Empowerment and Transforming Social Norms) principles and framework.⁷
- Micronesia Regional Office - Provided logistical support and enabled some more cost-effective representation of SPC at events and activities in the northern PICs.
- Geoscience, Energy and Maritime (GEM) –SPC RENI Project team, located within GEM and supported hydrological assessment work in FSM and Palau.

Additionally, LRD, GEM, RRRT, SDP and the Strategy Planning and Learning (SPL) unit all contributed to the design of the RENI project in 2016. The evaluation finds this approach of drawing in expertise from across SPC's divisions to be a best practice that should be continued in future projects.

Recommendation: More work and discussions are needed internally within SPC to normalise and simplify this way of multi-disciplinary work across teams through protocols and processes for cost recovery, booking/securing resources and services and speeding up response/turn-around times for work.

Strengthened engagement and relationships

The RENI Project achieved mixed results in terms of strengthening relationships and engagement between SPC and SPC's member countries. There was close engagement between SPC and all three participating countries. Positive feedback from key government staff in both FSM and RMI would indicate that the relationship between SPC and these countries has been strengthened at least to some extent. Ongoing collaboration between SPC and Yap EPA in FSM to support water monitoring work illustrates both close engagement and a strong partnership. The procurement outcome for Palau's Automatic Valveless Gravity Filter (AVGF) water system concluded with no bid being awarded to complete the major component of their water security measures. Palau's dissatisfaction with this outcome increased tension between Palau and SPC which had arisen during the design process with differences of opinion on the most appropriate water security solution to implement given the constraints of the RENI Project.⁸ Differences of opinion and the procurement outcome of Palau's AVGF were contributing reasons that led to Palau's decision to withdraw from the RENI project in February 2020.

Alignment with EUD initiatives

Close alignment with EUD initiatives can be seen from a number of positions. Firstly, the RENI Project is the result of a European Commission Pro-Resilience Special Measure in response to food insecurity in 21 Africa-Caribbean-Pacific countries, implemented through the 11th European Development Fund. Secondly, the EUD have historically and continue to fund climate change adaptation and resilience building projects throughout the Pacific including in the three RENI partner countries. The EUD provides both direct bilateral support and multi-lateral support through initiatives such as RENI. Another example of EU support includes the EU funded Building Safety and Resilience in the Pacific (BSRP) project which is also implemented by SPC and aims to build resilience to disasters and climate change. The RENI Project is also consistent with the 2018 Joint Declaration by the African, Caribbean and Pacific group of states and the EU on climate change, which acknowledges the importance of transitioning to low greenhouse gas emissions development and climate resilient economies (European Commission, 2018). EU support for the Intra-ACP

⁷ RRRT and SDP combined to form one team: Human Rights and Social Development Division (HRSD)

⁸ Palau selected a larger, more expensive state-scale water security measure whilst SPC promoted the adoption of smaller, lower-cost, community-scale measures. See Palau Country report for more details.

GCCA+ Pacific Adaptation to Climate Change and Resilience Building (PACRES) project works across CROP agencies including SPC to progress the Framework for Resilient Development in the Pacific.

The EU also supports the GCCA+ SUPA project which works across CROP agencies to advance the EU's Global Public Goods and Challenges (GPGC) thematic flagship.⁹ The RENI Project is consistent with this investment and underlying objective.

The extent of EUD involvement in the RENI Project was appropriate when considering SPC had been delegated with the authority to manage RENI Project implementation. The EUD reviewed concept notes and PDDs to ensure they were sufficiently aligned with the RENI Project objectives. The EUD were kept informed about project progress through six-monthly project reports and informal updates from SPC. These formal and informal processes allowed the EUD to work closely with SPC to manage and respond to specific project risks such as the reported increase in scope of Palau's water security measure (SPC, 2018). The EUD also attended Steering Committee meetings where they were able to provide updates and insights on other relevant and similar initiatives supported by the EUD across the north Pacific.

3.1.3 To what extent are partner country drought and development-related problems and social needs addressed by the RENI Project objectives?

The three country-specific RENI Project designs directly addressed development-related problems and social needs identified in each country.

In 2016, the UN Food and Agricultural Organisation (FAO) AND World Food Programme (WFP) research on global food security identified ACP countries suffering food stress in response to the severe 2016 El Niño drought. The El Niño event was the strongest on record for the past 100 years. While the severity of the 2015-2016 El Niño event was predicted, there was a lack of preparedness in the affected countries (European Commission, 2016). This finding helped justify the need for an EU Pro-Resilience Special Measure. The RENI Project's objectives and focus areas were shaped by the underlying EU Pro-Resilience Special Measure that aimed to reduce food and nutrition insecurity and reduce the negative impacts of El Niño events such as drought. Acknowledging that water security is generally a precursor to achieving food security through land-based agricultural measures, the RENI Project scope included both food and water security. There was strong evidence to indicate the need for increased water and food security in the three participating countries. The 2016 El Niño event resulted in all three participating countries declaring a state of emergency and specific country economic, environmental and social impacts were detailed in project design documents for each project. Examples of impacts include water rationing in Palau, and transportation of emergency water supplies to outer islands in RMI and FSM. The economic impact of the drought in 2016 alone was approximately USD 4.9 million in RMI alone.

Key national government stakeholders were empowered to shortlist and select the focus areas and proposed solutions for their country's RENI Projects. SPC and the EU reviewed these selections to verify their appropriateness and alignment with the EU-SPC Delegation Agreement. The use of a concept notes to document the proposed high-level approaches, and PDDs to detail the chosen measures to implement is a good practice that should continue.

The overall RENI Project design placed emphasis on building resilience to future El Niño related droughts at the community level. The Republic of Palau (ROP) Government preferred to implement one large structural measure in Ngatpang State which would provide water for Ngatpang State residents and populations in

⁹ GCCA+ SUPA Funding: <https://www.gcca.eu/funding/how-does-gcca-funding-work>

Babeldaob and Palau's largest city, Koror. Palau's proposed RENI intervention was still valid and aligned to the overall and specific objective of the RENI Project, however, it did result in some misalignment of project activities with the three key guiding output areas. ROP expressed their preference for more flexibility in output areas in future projects, however the evaluation finds that boundaries and limits to scope need to be set to guide expectations and prescribe good development practices. For example, having behavioural change (output 1) to support structural measures (output 2).

The RMI project's focus on food security responded to local development needs that included poor nutrition, and high rates of non-communicable disease of populations living in outer islands where the main diet had become dependent on unhealthy imported food. The RMI and FSM projects demonstrated a high level of community consultation as part of the project design and this assisted with ensuring projects responded to acknowledged development problems and social needs. Palau's project also responded to priority development problems as determined by their National Emergency Committee. The NEC is comprised of senior government staff and civil society representatives and has a high level of oversight in implementing measures from Palau's 2017 Drought Action Plan.

Relevance summary

The RENI Project design was highly relevant to the priorities of donors, national countries and targeted communities. The projects addressed high priority development needs of targeted communities and social considerations (human rights/gender equity) were considered within project designs to address these needs.

3.2 Exploration of Coherence

3.2.1 *Have the design and implementation approaches taken by the RENI Project avoided duplication of work and taken advantage of synergies or collaboration opportunities?*

The RENI Project did not duplicate any existing or planned activities in the three participating countries. Collaboration opportunities were identified and capitalised upon in FSM and RMI.

Duplication of activities across different development projects was avoided through key national government representatives, development partners and civil society organisation being involved in the consultation processes used to shortlist and select project intervention areas. For example, US Agency for International Development (USAID) Office of Disaster Assistance (OFDA) and civil society organisations attended the RMI inception meeting and development partner project mapping activities. Consultations with stakeholders continued throughout projects. This was evidenced in RMI where part-way through implementation it was identified that IOM were planning on introducing a low-cost water purification technology in RMI's outer atolls that would negate the need for SODIS or potentially create confusion in water purification practices.¹⁰ This led to the RENI Solar Disinfection (SODIS) measures in RMI and FSM being cancelled on the basis that alternative water purification technology would be implemented by IOM at a later date (SPC, 2019A). Project mapping in FSM ensured that related projects were focusing on different aspects of drought resilience, or targeting different communities. Duplication was avoided in Palau through the use of the NEC to select the RENI focus areas. Palau's use of existing structures and plans to inform the RENI priority focus area was noted as a good practice. Avoidance of duplication was also assisted through country PDDs being required to list relevant projects as a means of exploring the potential for duplication or opportunities for complimentary activities.

¹⁰ IOM water purification measure consists of use of a 0.1 micron Sawyer filter.

These same two mechanisms (consultations and project lists) helped identify opportunities to collaborate and work with other projects that had similar objectives. Consultations in FSM identified an opportunity to work with the GEF/R2R and the AF projects to support the delivery of complementary activities and share resources. For example, the RENI Project connected rainwater catchment infrastructure to a large rainwater catchment restored by the AF. A RENI Project funded cargo boat trip to Kapingamarangi also transported paperwork and equipment for the Adaptation Fund project thus resulting in cost-efficiencies for AF. The RMI RENI Project took advantage of the Taiwanese Technical Mission's active interest in promoting sustainable agriculture which led to the Taiwanese Mission supporting project activities in natural pest and disease management, supplying climate resilient planting materials as well as training for the RMI Agricultural Extension Officers. RENI Project activities supported an existing School Nutrition Program in Ailuk by providing a demonstration garden for the students to grow vegetables and learn agricultural skills.

The evaluation has no recommendations to improve design or implementation in this area.

3.3 Exploration of Effectiveness

3.3.1 *To what extent has the RENI project attained, or is expected to attain, its specific objective(s)?*

The specific RENI Project objective was 'to strengthen the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events'. This objective was achieved in all three countries with stronger outcomes in RMI and FSM, specifically through water security measures that increased water storage capacity at the community level. Foundations for increased readiness for drought was also created in Palau through the development of detailed plans and securing permits to build an AVGF water system located on the Tabecheding river, capable of producing 57,600 gallons (217,440 litres) of potable water per day.

Food security was increased in Ailuk, RMI through the establishment of 18 household-level vegetable gardens. Their establishment was supported by training in organic gardening practices (composting, mulching, propagation) and the establishment of a refurbished nursery overseen by two trained Agricultural Extension Officers who were tasked to grow and distribute seeds and seedlings. Barriers to home gardening such as the incidence of pest and disease were addressed to some extent through additional training, however, there were some reports that this barrier remained problematic to the sustained practice of home gardening and ongoing attention to pest control will be required.

Evidence of key achievements against each of the key output areas that contribute towards the specific overall objective are provided in Table 2.

Table 2: Examples of achievements against key output areas

Output 1: Individual and community behaviour change
<p>The evaluation commends the introduction of an output focused on relevant behavioural change to support structural measures (output 2) that promote increased resilience to drought. Pulling this important feature out into a separate output helped two of the three countries put additional thought and resources into this area which is often neglected in favour of more obvious and tangible structural measures. Opportunities to improve the implementation of behavioural change elements are suggested later in the report.</p> <p>RMI achievements</p> <p>Behaviours identified, promoted and adopted include home gardening in outer atolls, practicing natural pest & disease management controls, cooking more nutritious meals using locally grown produce and</p>

practicing regular physical exercise, composting to enrich soil, mulching to reduce water use and encouraging children to engage in gardening to produce nutritious foods.

FSM achievements

Conducting outreach and awareness around water conservation within communities in Yap Proper and with children attending the Tamil Elementary School. These measures go some way to promoting water demand-side management behaviours, however, the evaluation was unable to identify evidence that would allow for an assessment of their effectiveness in achieving behavioural change.

Output 2: Local structural measures paying special attention to the rights of women and vulnerable groups in outer islands

The RENI Project was strong in its delivery of structural measures with positive progress being demonstrated in all three countries.

Collectively, the country projects created an additional 123,088 gallons (466,058 litres) of rainwater catchment and water storage capacity in eight communities spread over four island groups within RMI and FSM. In addition, the RENI Project provided equipment to continue monitoring the Tamil-Gagil aquifer as an outcome of the hydrogeological assessment. This will provide valuable data that Yap State EPA and water utilities can use to manage water supply from the aquifer in future. Additionally, Environmental Purification System (EPS) infrastructure to purify 813 gallons (3,080 litres) per day is currently being installed in Yap Proper within two communities.¹¹ The Palau Tabecheding water system was designed and the required permits obtained. Future funding from other sources will facilitate construction and add an additional 57,600 gallons (217,440 litres) per day production of potable water. See Annex 8 for more details on water security measures installed.

RMI additional achievements in food security include:

- 18 home vegetable gardens established with assistive gardening tools distributed.
- 2 seedling nurseries established with assistive machinery provided to aid digging and composting and mulching as well as hand tools for gardening.
- 3 Agricultural Extension Officers trained and operational (to some extent), producing seeds and seedlings to distribute to households and to support the ongoing supply of communal native food plants

Output 3: National institutional, planning and technical measures

The RENI Project design recognised the importance of increasing human and institutional capacity at the national level to prepare for future drought events. This was progressed to some extent through workshops and knowledge exchange at regional RENI Steering Committee meetings. The capacity of outer atoll mayors and councillors in biological pest control and water conserving wicking garden bed systems was built through alternative activities in Majuro replacing planned Farmers Lessons Learned two-week workshop planned for Ailuk. The training and employment of three Agricultural Extension Officers in RMI also contributes towards increased capacity to prepare for and respond to future droughts.

¹¹ Yap's EPS estimate based on using a 2700 litre tank with a radius of 0.7m or filter area of 1.54 m².

In RMI, the Ailuk Disaster Management Plan was created with disaster simulation activities and First Aid training adding to local DRM capacity. An RMI outer island DRM template was developed to assist other outer atolls in future DRM planning.

Planned revisions to Yap State's drought action plan were removed from scope because this task was allocated to an Australian Volunteers International (AVI) volunteer secured by Yap State. Yap State instead chose to explore the capacity and limitations of the major Tamil-Gagil aquifer to enable improved water planning for future drought events. This work included 18 months of planning, consultation, field assessments, equipment purchase and installation, analysis of monitoring data, report preparation and sharing of results with Yap State. An MOU was signed with Yap State that outlined the continuation of the partnership with SPC after November 2020. The MOU outlined roles and responsibilities for ongoing sharing of groundwater monitoring data. MOUs were also developed that handed over responsibility for operation and maintenance of the rainwater harvesting systems, contributing to this output.

A strength of the RENI Project was its evidence-based approach for selecting structural measures and site locations, through research such as hydrological assessments in Palau and FSM, water catchment assessments in Kapingamarangi, agricultural assessments in Ailuk, RMI, and the SODIS feasibility assessment for FSM and RMI.

At the country-level, the RENI Project delivered the majority of planned activities and outputs as outlined in the PDDs for the RMI and FSM projects and to a lesser extent for the Palau project. Accounting for exceptional circumstances (international COVID-19 pandemic and measles and dengue outbreaks in RMI), the evaluation finds that 77% of planned project activities were successfully completed. Considering the above challenges and impact of Palau's withdrawal from RENI, this is overall a very positive result. Country-specific breakdowns of completed activities can be found in Annex 9.

The RENI Project was successful in achieving or exceeding seven of its fourteen targets in the regional logframe (See Annex 10 for the original logframe and Annex 11 for the evaluations assessment of progress against targets). This would normally be viewed as a below average result, however, events external to the RENI Project were responsible for most unmet targets. The previously described outbreaks and travel restrictions meant a restriction on the number of people able to attend meetings and a delay in the transportation of procured equipment and materials required to complete activities. Palau's withdrawal from the RENI Project following the unsuccessful procurement of the project's main structural measure is also responsible for several targets not being met.

The three country-level evaluation reports (See Annex 6) contain an extra level of detail that can be referred to in order to gain additional context of achievements. As of November 30th 2020, most planned country activities were completed with the exception of:

- Two EPS installations in Yap Proper
- The Farmers Lessons Learned workshops in Ailuk. This was cancelled in March 2020, due to COVID-19 restrictions.
- AVGF water system installation and engagement of a women's group to lead complementary activities in Palau

Multi-sectoral and multi-stakeholder approach

All country projects demonstrated engagement with and collaboration between government stakeholders across multiple ministries/departments and also with stakeholders from the private sector and civil society in both project design and implementation phases. The private sector was specifically engaged through a number of mechanisms including being invited to tender for project funded activities (Palau), engaged as service providers (RMI) and directly supported through the procurement of items such as hardware supplies to support implementation (FSM and RMI).

The multi-sectoral and multi-stakeholder (integrated) approach is considered good development practice and this should be continued in future projects. The approach provides several benefits to projects including:

- Improved coherence by avoiding duplication and capitalising on opportunities for synergies.
- Drawing in relevant local expertise and context through private sector and experience and civil society strength in community engagement.
- Helping break down silos between projects and government departments and open up communication pathways for broader awareness of project intentions and progress.

The RMI food security activities in Ailuk also demonstrate the use of the integrated approach with involvement from the private sector, civil society and the national government working across both the health and agriculture sectors.

3.3.1.1 Has the RENI Project built decision making and governance capacity of vulnerable people in target communities?

Decision making and governance capacity of vulnerable people, specifically 35 women and 41 men in Ailuk, was built through workshops exploring human rights, women's rights and governance. This was the first time these topics had been discussed in Ailuk. Rights violations were found to be systemic and accepted by both men and women with SPC RRRT acknowledging the need for follow-up and additional engagement with the Ailuk community.

Decision making and governance capacity was increased in Kapingamarangi, and five communities in Yap State where community members (men and women) benefited from training in water catchment operation and maintenance which provided some foundational knowledge that may assist women contribute towards decision making and management of the water resources. Consultations and trainings were also specifically held to improve women's decision making and governance skills at the two RENI Project consultations (5 women in the general consultation and 8 in the women's group consultations), the water needs assessment consultations in Kapingamarangi (13 women) and training on good governance (13 women). Women were included in the demonstration of the EPS water treatment system in Dugor, and are intended to be involved in the Operations and Maintenance (O&M) training for both Dugor and Amin communities when its installed, which has potential to further increase women's knowledge and empowerment for water security management activities.

In Yap, five women in the Tamil Women's Association directly benefited through the support of a consultant to plan activities focused on community water well restoration. Due to time constraints, these activities were rescoped to focus on the delivery of community and school awareness and education activities that shared water conservation messages. The Association's leadership in planning and running these activities helped build capacity at both the organisational and individual member level.

The use of the PLANET checklist and tool helped ensure a gender-sensitive/human-rights based approach was considered in all country projects. The PLANET tools and process is discussed more in the section **Error! Reference source not found.** - Cross-cutting themes.

3.3.1.2 Has the RENI Project promoted a gender sensitive, rights-based approach beyond their use in the target communities?

SPP-RRRT worked with the RENI Project to pilot and refine the PLANET checklist, principles and supporting tool. A revised version was integrated into SPC's 'People Sensitive Approach' which sits within the Social and Environmental Policy applicable to all SPC projects. It therefore has application beyond the RENI Project's target communities and will shape future SPC development prospects.¹² This is a positive outcome supported by the RENI Project and it acknowledges the widely recognised finding that participatory rights-based approaches achieve more effective development outcomes that are likely to be sustained.

3.3.1.3 What factors supported the strengthening of institutional capacity and strengthened future El Niño planning within partner countries and SPC?

Institutional capacity to better plan for and respond to future El Niño events was built by the RENI Project through national government staff attendance at regional events that included workshops and demonstrations on a range of relevant topics.¹³ In-country capacity building also occurred in specific areas such as operation and maintenance and ground water monitoring (FSM), organic pest control measures (RMI) and water purification technology (Palau, FSM). Annex 12 outlines a summary of capacity building supported by the RENI Project to build technical and institutional capacity. Atoll agriculture and pest control manuals suitable for use at the community level in RMI were also produced and used to increase capacity at the community-level, as well as O&M checklists for the rainwater harvesting systems.

Institutional capacity was also enhanced in the Weather Service Office of Yap State and water authorities through their involvement in understanding a hydrogeological assessment of the Tamil Aquifer to better understand its characteristics and how to better manage it during drought events.

At the island-level, progress was made to improved future El Niño planning through the development of a DRM plan for Ailuk Atoll and a generic template that can, with additional support, be used as a guide for development DRM plans across other RMI outer atolls.

SPC's institutional capacity was also enhanced by the RENI Project. Firstly, RENI can be viewed as a pilot model project that demonstrates a "One SPC" approach that draws in expertise from across SPC's divisions. Secondly, the RENI Project demonstrates how gender and human rights concepts can be embedded within projects to complement SPC's main strength of technical and scientific expertise. Thirdly, SPC's lessons learnt workshops shared lessons, good practices and future recommendations to improve the delivery of Climate change/DRM-related projects.

¹²12 SPC Social and Environmental Policy: www.spc.int/updates/news/2018/04/a-first-social-and-environmental-responsibility-policy-at-the-pacific

¹³ Examples of topics: Drought coping mechanisms, water purification technology, preparing community disaster risk management plans, human-rights gender sensitive approach to development.

Broader exploration of factors that supported implementation

Reflecting upon the evaluation findings in the country-level reports, the evaluation has identified a number of more general factors that support the effective implementation of the RENI Project. Key factors are summarised below.

Management

- Capable and dedicated PMU comprised of experienced staff.
- Effective project and finance management with flexible adaptive management applied where possible (noting overarching budgetary, timeline and requirements to adhere to organisational policies).
- Effective risk management at both the regional level and to a lesser extent country-project-level. Risks and challenges were tracked at the regional level and this was evidenced in Project Progress Reports with risks raised concerning the Palau project as one specific example.
- Monitoring identified the poor performance of a consultant in FSM and performance management resulted in a contract being terminated and a new consultant hired to continue rescope women's group activities in Yap Proper (SPC, 2020).

Design

- Two-step Concept Note and PDD processes supported by national and community consultations to identify and confirm solutions for projects to implement.
- Integrated approach involving multiple stakeholders across multiple sectors which helped to avoid duplication and identify synergies in programming.
- Community involvement in consultations regarding proposed project solutions. Their design, placement and direct assistance provided in installation are all factors that supported increased ownership of project outputs and increased capacity to manage and maintain new assets handed over by the RENI Project.
- Integration of behaviour change to support structural measures.
- Structural measures selected with assistance of technical assessments and research.

Implementation

- Support from SPC Micronesia Regional office to assist with administration and logistics which sped up procurement and payments to northern Pacific institutions (SPC, 2020C).
- In-country National Coordinators to operationalise plans and manage day-to-day coordination and implementation.
- Partnerships with government agencies, civil society and private sector (integrated approach) which helped support the implementation of activities when COVID-19 travel restrictions prevented SPC's team from travelling to oversee or lead specific activities.

3.3.1.4 *What factors limited or prevented the strengthening of institutional capacity and strengthened future planning within partner countries and SPC?*

Institutional strengthening and capacity for future El Niño planning was limited by number of factors, of which many were external and outside the control of the project. A summary of key factors includes:

- The relatively short project duration of three years and four months. This did not support a more concerted approach to strengthen planning and institutional capacity given the time and resources required to successfully deliver structural measures in output 2.
- The impact of COVID-19, dengue and measles travel ban/restrictions. This impacted the number of people attending meetings and the opportunity for capacity development of institutions due to lessons learned meetings either being cancelled or conducted virtually with associated limitations.

Broader exploration of factors that limited effective implementation

Reflecting upon the evaluation findings in the country-level reports, the evaluation has identified a number of more general factors that could be improved to enhance program management, design and implementation. Key factors are summarised below:

Management

All partner country PDDs included a risk management section, however, in some instances elements of these appeared to be copied from the regional design document and there was less evidence of project and country-specific risks being included.

Lessons from the Palau project highlighted the need to include land ownership identification and challenges as a risk item for any project seeking to install infrastructure on public land. Land ownership issues and challenges are common in many PICs and were one issue which contributed to the procurement outcome in Palau.¹⁴

Recommendation: Country/project specific risk identification and management is an area where the project could be improved.

Where relevant, land ownership issues should be added to risk issues that are documented and managed.

Design

The higher risk profile of Palau's project highlights a recommendation to put in place more guidance in project selection in instances where there is limited implementation time (less than 4 years) and limited flexibility in the design (no extensions, inability to move funds between country allocations). These guidelines should stipulate that projects selected need to be classified as low risk (see Annex 13 for a discussion on project risk assessment guidelines). It is recommended that projects graded above low risk should have tangible, costed and planned contingency measures in place that are agreed to by all parties during the design phase. These contingency measures need their own high-level timeline and draft budget to ensure they are actionable and to inform where checkpoints need to be placed in the base timeline to determine if a trigger event has occurred that results in the original plan being put on hold and the contingency implemented. This was in place to some extent for Palau, however, the measure was not put

¹⁴ Resolving the land ownership issue took additional time which delayed the delivery of the detailed AVGF system design. A "tight deadline" was listed as one of the issues identified by SPC as being responsible for not awarding a winning bid to progress AVGF construction.

in place until April, 2019, and in this instance, Palau chose not to implement the agreed 'Plan B' even when the trigger event occurred.

This recommendation would formalise the approach taken with Palau and ensure, a) the risk assessment occurs at both the concept note and PDD stage; b) provides some additional guidance around the need for actionable (costed with timeline) contingency activities in instances where the risk rating is above a low level.

Behaviour change

Whilst it was positive to see behaviour change measures included in the RMI design to promote atoll agriculture, the evaluation identified opportunities to improve the design process of the behaviour change measures. To be effective, behaviour change programs need to a) identify barriers and enablers to the desired and non-desired behaviour; b) identify behavioural tools and techniques to increase the barriers to the undesired behaviour and reduce the enablers of undesired behaviour, whilst also decreasing the barriers to the desired behaviour and increasing the enabling factors for the desired behaviour; c) conducting primary and/or secondary research to support a) and b). There are many behaviour change frameworks that can be used to support these processes.¹⁵ The use of the youth pumpkin competition was an excellent example of an incentive to motivate youth participation in the desired behaviour. Examples of measures to raise the barrier of undesired behaviours could include point of sale messaging on the health impacts of buying unhealthy food, or increasing the price of specific unhealthy food items and using that as a subsidy to support the desired behaviour (purchase of healthy food, subsidised petrol for tiller/ manure imports if needed). Noting the social dimension of behavioural change, key individuals could be targeted to role model the desired behaviour. It appears this may have been (deliberately or unintentionally) applied through the church minister's wife leading a walking group. It could have also been applied through church and community leaders highlighting the respect and pride one achieves through physical labour to grow healthy produce for the family.

Recommendation: Behaviour change elements of projects could be improved through the application of behaviour change theory and planning tools.

Implementation

The SPC RENI PMU was based in Suva, Fiji which is a long distance away from the three participating countries. This distance created more costly travel for consultation and monitoring visits. The difference in banking systems between the North and South Pacific also created challenges with instances of delayed payment processing. As indicated above, the engagement with the SPC Micronesian Regional office was able to mitigate some of these disadvantages.

Recommendation: Provided a highly skilled team with relevant experience can be recruited or built in the SPC Micronesian Regional office, then as a general rule, the evaluation finds that a Northern Pacific program would be best managed from a Northern Pacific office location. Further investment in building this capacity is warranted and recommended to support the management of future Northern Pacific projects.

Small Island Developing States characterised by small populations and small private sectors weakened by outward migration of skilled workers posed challenges for procurement, staff and consultant recruitment.

¹⁵ The BehaviourWorks Australia method provides one outline of a behaviour change process <https://www.behaviourworksaustralia.org/the-method> . Community Based Social Marketing provides a practical application of some elements good behaviour change design <https://toolsofchange.com/en/programs/community-based-social-marketing> . The Behaviour Change Wheel provides could also be used <http://www.behaviourchangewheel.com/>.

For example, five Palauan companies attended pre-bid meetings for the tender to construct the Tabecheding water system, but only two submitted bids. An RFQ to deliver complimentary water conservation activities in Palau involving women and women's groups received no responses despite being advertised on several occasions. SPC noted the challenge in recruiting skilled local National Coordinators in some countries which also reflects the limited pool of available candidates. Similar challenges were experienced when trying to contract skilled workers to install water catchment systems.

Recommendation: Whilst outside of the direct scope of projects, implementation agencies such as SPC could seek to partner with other development partners who have a focus on private sector/community sector capacity building. These partners could lead complementary activities focused on supporting the private sector/community sector to respond to tenders and opportunities to deliver project components.

Capacity constraints weren't limited to the participating countries

SPC's Land Resource Division (LRD) was engaged to inform initial agricultural-related activities in RMI, however, staff changes within SPC created a gap in staffing and SPC had to rely on an externally contracted agricultural consultant to continue the work. LRD's continued participation may or may not have improved the agricultural outcomes in Ailuk, however, it would have provided more opportunities for SPC to apply its expertise in this area and make available useful resources.¹⁶

Outer island locations

The target locations for activities included remote outer islands in FSM and RMI. The remoteness of communities living in these islands atolls makes them more vulnerable to El Niño related drought, however, their remoteness also creates challenges for implementation such as:

- Increased cost of transport for staff and materials.
- Less frequent and less reliable public/government transport services.
- Limited on-island capacity and small private sector to engage to support project activities or to procure additional supplies locally.
- Additional time to travel to remote islands for routine monitoring and support.
- Limited on-island communications and technology to facilitate frequent, low-cost convenient communication.

These limitations should not preclude more vulnerable outer island communities being targeted, however, acknowledging the challenges involved is important and such considerations may impact on the project risk rating discussed above.

¹⁶ The external agricultural consultant made specific reference to biological control measures that SPC possessed. SPC also has an extensive gene-bank of drought tolerant root crops that could have been utilised.

3.3.2 To what extent have lessons learnt from previous projects been considered and applied to the design and delivery of the RENI Project?

The quality of the RENI Project design and implementation was improved through the application of lessons learnt and evaluation recommendations from past projects. SPC's successful management and implementation of the EU-Global Climate Change Alliance: Pacific Small Island States project provided a strong foundation from which to apply lessons learnt. Examples of the application of lessons learnt is provided in Annex 14. Some common themes in the lessons applied acknowledge country-level resource and capacity limitations and the tendency for country-level designs to be overly ambitious in their scope when set against project budget and timeline constraints. The importance of community consultation, community involvement in installation, operation and maintenance as well as and developing resources in local languages were other past lessons applied to the RENI Project.

Recommendation: The implementation of an impact assessment to inform lessons that influenced the RENI design and delivery is noted by the evaluation as an extremely good practice that should be replicated across SPC's divisions and promoted to CROP agencies and development partners more broadly. This good practice is highlighted in Box 1 on the next page.

Box 1. Impact assessment findings inform improved design

Impact assessment findings inform improved design and decisions

Assessing the medium to long-term impact of projects is a desirable and beneficial component of development work. Unfortunately, short donor funding cycles and limited project timeframes usually prevent project teams and evaluators from undertaking this important task. The RENI project has broken new ground in this area through its innovative approach to include an impact evaluation of a relevant water security activity that was delivered by a previous project to draw out important lessons that informed the RENI water security project measures.

The RENI project undertook an impact assessment of the GCCA: PSIS Fais Island 2012-2015 water security project. The RENI project collaborated with Yap State EPA to develop an Impact Assessment methodology. Yap EPA and other Yap State partners facilitated the impact assessment workshops in February 2019 using the methodology. The results from the assessment were analysed by the Yap team together with the SPC RENI team and key lessons and findings were applied to the delivery of the water security activities in Yap Proper and Kapingamarangi, as well as in the delivery of water infrastructure in RMI.

The Fais Island impact assessment identified four key findings:

1. Improved rainwater harvesting systems created safe drinking water resulting in improved health and hygiene for the community.
2. Additional water storage catchments helped the community survive the 2016 El Niño drought without needing to request emergency water supplies to be delivered.
3. Some of the water storage tanks had defects resulting in leakages.
4. Community capacity to repair and maintain the water systems could have been improved through more direct community participation during water system installation.

Findings one and two helped validate the merits and relevance of RENI's proposed water security measures in FSM and RMI. Findings three and four were transformed into valuable lessons that helped inform the RENI project. Specifically, the RENI water security measures sought to more directly and deeply involve the community members within beneficiary communities in the design and installation processes of water infrastructure. Additionally, the RENI project researched and selected an alternative tank manufacturer to supply the water catchments used in FSM. The manufacturer of the tanks with defects was alerted to the issue as a means of providing feedback that may improve the future quality of their products.

The decision to fund an impact evaluation of relevant activities from a past project to inform the design of a current/future project is identified by this evaluation as an extremely good practice that should be replicated in future projects across SPC's divisions and promoted to CROP agencies and development partners more broadly.

3.3.3 To what extent was project management adaptive and proactive in response to unforeseen circumstances?

SPC and to a lesser extent RENI Project country project teams have demonstrated a timely adaptive and responsive approach to issues, challenges and risks that have arisen during the project. Evidence to support this finding are summarised in Annex 15 and outline responses to events such as the procurement risks (Palau), contract termination (FSM), dengue and measles outbreaks (RMI) and COVID-19 travel bans experienced by all projects. Additionally, with another El Niño event forecast in 2019, the project made extra efforts to expedite procurement processes to occur before domestic and regional shipping were required to turn their attention to address drought relief requirements (SPC, 2019B).

The adaptive management approach helped ensure project activities continued or that alternative activities were substituted to achieve the best possible outcome despite limitations and changes in the external environment beyond the control of the project. Adaptive management is an extremely important requirement for the effective delivery of projects in the Pacific region given the many challenges and risks that are commonly experienced.

3.3.4 Beneficiaries

The number of direct beneficiaries is relatively small and reflects the small populations targeted in remote outer islands. Overall, approximately 2,881 people across directly benefited from project activities (Table 3). There was a large number of indirect beneficiaries listed in Palau which reflects an estimate of people benefiting from RENI Project support of their National Preparedness Month.

Table 3. Number of beneficiaries

Country/state	Direct beneficiaries	Indirect beneficiaries
FSM - Yap Proper	773	
FSM - , Kapingamarangi	474	
RMI - Ailuk	338	
RMI - Santo	680	
Palau - Ngatpang and Aimelik state	616	
Palau - Koror and Airai state		13,899
Total ¹⁷	2,881	13,899

A gender breakdown of participants was not accomplished by the evaluation; however, evidence would indicate that both men and women benefited from activities delivered. A more thorough gender role analysis may reveal that women benefited more given their commonly assigned gender roles in collecting

¹⁷ The RMI project design anticipated indirect benefit to 1,605 beneficiaries from four outer islands who were scheduled to attend the Farmers Lessons Learned meetings, trainings and workshops. The Lessons Learned meeting was cancelled due to COVID-19 restrictions.

water, washing and cooking, and benefits derived through specific activities targeting women in FSM and RMI.

Beneficiary perspective

Evaluation limitations prevented interviews and direct story collection from beneficiaries. Interviews and stories captured by SPC in videos and reports provide some evidence that beneficiaries were very grateful and appreciative for both food security and water security measures implemented. For example, the 'Securing water for the most vulnerable Pacific islanders: Kapingamarangi, FSM' video highlighted the gratitude of the most elderly woman on the island who benefited from a direct piped water connect to her home. A video recording from Ailuk highlighted the female Agricultural Extension Officer articulating the extensive health and wellbeing improvements that had been achieved for the Ailuk community from the RENI project.¹⁸

Effectiveness summary

Overall, the evaluation finds that the RENI Project delivered most of its intended outputs and made sufficient progress towards achieving intended outcomes to strengthen the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events. The project was most effective in building resilience to drought through its water security measures in FSM and food and water security measures in RMI.

3.4 Exploring Impact

3.4.1 *To what extent has the RENI project enhanced the resilience of the people of FSM, Marshall Islands, and Palau to the shocks and insecurities resulting from extreme El Niño events?*

The RENI Project has enhanced resilience to shocks and insecurities in target communities within RMI and FSM, with potential future benefits to be realised in Palau if additional funding to support AVGF construction is secured. Structural measures produced the strongest evidence of meaningful impact.

Overall, the RENI Project has made significant progress towards its overall objective to "enhance the resilience of the people of FSM, RMI and Palau to the shocks and insecurities resulting from extreme El Niño events". Water security outcomes were strong in FSM and RMI. Food security outcomes in RMI were partially achieved and there is a low degree of confidence in food-security specific outcomes being sustained. The AVGF water system procurement outcome in Palau combined with Palau's decision to withdraw from the RENI project created the largest gap in advancing resilience to extreme El Niño events across the three countries.

Improved water security

Structural water security measures such as the additional water storage capacity (see section 3.3) increased potable water supplies for target communities by approximately one month in Kapingamarangi.¹⁹ In Kapingamarangi, there was evidence that the additional water storage capacity

¹⁸ SPC RENI video 'Securing water for the most vulnerable Pacific islanders: Kapingamarangi, FSM' https://www.youtube.com/watch?v=kGtFig5_GWo SPC RENI video 'Communities securing food resources and adopting healthy lifestyles: Marshall Islands': <https://youtu.be/MapVsCKMgGI>

¹⁹ Assumes 15 litres per person per day is allocated as per emergency water rations recommended by SPHERE Standards (2018).

helped sustain the local community for five months during the January – May 2020 drought (SPC, 2020A), however, this assessment included the use of water in existing household water catchments as well as the additional capacity supplied by the RENI Project. These water security impacts contributed to positive economic impacts for the FSM Government through savings from avoided emergency water shipments, estimated at approximately US\$50,000 per boat trip. The design of these water security measures, specifically, the fencing with locked access to manage access to the water, also greatly assisted communities more effectively ration and distribute water.

In Ailuk, RMI, the additional water capacity provided by the RENI Project created only approximately eight days of additional water supply. This figure reflects the reduced investment in water infrastructure in favour of the priority food security measures in Ailuk. The relatively low number of additional days' supply does cause the evaluation to reconsider the preferencing food security over water security in contexts such as Ailuk where water shortages are already identified to be an issue.

There is significant potential that the RENI Project supported AVGF water system will be capitalised upon through another development project to complete the system and deliver a very large and reliable supply of potable water for Palau residents in times of drought and for everyday use.

Food security impacts

Whilst the project delivered food security outputs in Ailuk, the impacts from these activities are less evident. This is in part due to the need for a medium to long-term (5 to 10 year) timeframe to develop capacity in the agricultural sector. Evidence of short-term impacts were mixed with reports that home gardening had not been continued and that the Agricultural Extension Officers needed additional oversight to perform their roles in supporting atoll agriculture. Organic pest control measures in Ailuk resulted in some positive impacts such as the short-term eradication of papaya mealy bug and scale on lime trees. The evaluation was unable to determine what tangible positive impacts the food security measures would have in future El Niño related drought events. For example, the absence of detailed crop cultivation data (additional areas cultivated) and crop yield data for nutritionally-focused and drought-tolerant crops makes it difficult to assess how many additional days or meals of locally grown food was established or would be available in a drought situation. The sustainability of home gardening and organic pest control measures is uncertain and addressed in section 3.5.

Health impacts

Evaluation limitations prevented a deeper exploration of impacts resulting from behavioural change components. This aspect of the project was strongest in Ailuk RMI with the introduction of complementary behaviours such as home gardening, cooking nutritious meals and promoting regular physical exercise. There was evidence of adoption of some, but not all of these behaviours. Daily or more frequent exercise was reported as a new behaviour adopted, however, there was no assessment through follow-up health checks that might indicate that this or other behaviours (such as cooking nutritious meals) had led to improved health outcomes for community members. The absence of quantitative health data evidence prevents the evaluation from making a conclusive judgement about the impacts from behavioural change outside of a few positive stories identified in video stories produced by the RENI Project.

National institutional, planning and technical measures

The RENI Project focused more on community-level institutional and capacity building and this was reflected in the scarcity of impacts at the national-level.

Positive future impacts are likely if the RMI government or future projects invest additional funding to support processes to develop island specific DRM plans (using the RENI supported DRM plan template) and disaster preparation/response capacity building similar to that delivered in Ailuk.

Future positive impacts are likely in Yap Proper through the improved management of underground water resources based on the hydrological assessment, ongoing monitoring and identified need to address leaks in key groundwater infrastructure.

Environmental Impacts

Environmental impacts were observable in Ailuk, RMI with the eradication of papaya mealy bug (as reported above).²⁰ If organic gardening practices are continued as promoted by the program, then this would also result in a range of small positive environmental impacts. For example, increased local food production would generally result in reduced consumption of imported food. There may be associated energy, waste and greenhouse gas savings through reduced imported food. Long-term applied organic practices would also build more productive soil supporting increased biodiversity, whilst the improved soil and plants draw down and lock in (store) more organic atmospheric carbon, one of the greenhouse gasses responsible for climate change. Small future impacts can also be predicted in FSM through the deployment of solar powered water pumps to supply water to the EPS units.

Gender impacts

The RENI Project raised awareness about the importance of gender equity and the benefits of implementing a rights-based approach to development through several of its activities.²¹ The project did not seek to transform gender roles or gender relations and the limited implementation timeframe was insufficient to design and implement meaningful transformational measures. Project activities in Ailuk could be best viewed as a solid initial first step in exploring these issues. Deeper and sustained conversations will be required through future projects to result in observable improvements to gender relations and reduced gender-based violence.

3.4.2 *Were there any unintended positive or negative outcomes or impacts resulting from the RENI Project?*

The evaluation uncovered small number of unintended positive and negative impacts as outlined below.

Positive impacts

- RENI and GCCA+SUPA role sharing arrangements have helped country-context knowledge about government, community and private sector to seamlessly flow over into the GCCA+SUPA activities in these countries. This will increase the efficiency (time saving and increased quality) of delivery. For example, where applicable, the same National Coordinator or private sector stakeholders who delivered quality work can be quickly identified and re-engaged to support GGCA+SUPA.
- RENI's engagement of WUTMI in RMI has encouraged the organisation to introduce drought resilience as a new theme being addressed in the next WUTMI Conference. This small initiative creates potential to organically spread awareness of the RENI Project activities and appropriate drought response measures amongst women in RMI.

²⁰ It is unclear how long the biological control measures (predatory insects) will stay effective if the pest has been removed from the environment.

²¹ Gender-sensitive rights-based approach wworkshops at steering committee meetings; gender-sensitive/rights-awareness training to the Ailuk, RMI.

- In RMI, the RENI Project helped the RMI Government re-establish their network of Agricultural Extension Officers in the outer islands. The recently completed FAO project Emergency Assistance in Support of Food Security Recovery of Drought Affected Communities contributed to that same outcome, but targeted different RMI atolls.

Negative impacts

- The Tabecheding AVGF procurement outcome and unsuccessful attempts by Palau to have the outcome reconsidered led to strained relationships between ROP and SPC. This was evidenced by Palau's withdrawal from the RENI Project instead of actioning the agreed Plan B to purchase off-the-shelf water security infrastructure. Interviews with ROP representatives confirmed their dissatisfaction with the procurement outcome and processes that led to it. SPC have acknowledged the potential political damage. The SPC Director-General had planned to discuss the issue during a March 2020 visit to Palau which was unfortunately cancelled due to COVID-19 (SPC, 2020C).

Impact summary

Overall, project water security structural measures resulted in positive community-scale impacts in RMI and FSM that increase resilience to future drought events. Impacts were less evident in the food security sector.

3.5 Exploring Sustainability

3.5.1 *To what extent will the project benefits in the targeted sectors and communities be sustainable over the longer term (5-years)?*

The sustainability of water security structural measures and associated benefits are assessed as being highly likely to continue. There is less confidence that newly introduced behaviours in organic home gardening practices will be continued.

Each country projects included an exit strategy that included four possible strategic options to support the successful continuation of project outcomes. Key strategies for consideration included: a) mainstreaming activities into local or national plans and processes; b) seeking additional funding or connecting with other projects to continue activities and support; c) engagement with the private sector to commercialise aspects of projects that may create cost-recovery opportunities; d) early and methodical project closure that allows sufficient time for the hand-over of assets and processes to community leadership groups or national governments. Table 4 documents the exit strategies implemented by the RENI Project.

Table 4. Exit strategies

Exit strategy	RENI Project's implementation of exit strategies
1. Mainstreaming activities into local or national plans and processes	<p>Ailuk's DRM plan was noted as being registered with NDMO and as such would be reviewed and supported through planned review cycles which will aid in its implementation.</p> <p>MOUs that assigned operation and maintenance responsibilities to communities benefiting from water security measures as well as Yap State Government and SPC's management of groundwater data sought to formalise commitments, which can be viewed as an informal means of mainstreaming elements of sustainability into community-level / government planning.</p> <p>Palau Public Utilities Corporation made a commitment to maintain the Tabecheding water storage system and whilst the water system was not delivered, it provides another example of commitments to mainstream maintenance into national processes.</p> <p>Internally, the mainstreaming of PLANET principles into SPC's People Centred Approach will help ensure that a gender-sensitive human rights-based approach is replicated in future SPC projects.</p> <p>Impact assessment methodology developed by RENI is being applied in the GCCA+ SUPA project.</p>
2. Seeking additional funding or connecting with other projects to continue activities and support	<p>SPC's continued presence in all three countries through the GCCA+SUPA project presents an opportunity for some degree of ongoing monitoring and oversight of project outcomes. The RENI Project's close relationship with other development projects also creates opportunities for continued oversight of outputs and outcomes achieved by the RENI Project.²² The remote location of target communities (Ailuk/Kapingamarangi) will make this oversight more difficult, however it is acknowledged that the Adaptation Fund is working in Kapingamarangi.</p> <p>The RMI Government have made a commitment to continue the employment of the three Agricultural Extension Officers in Ailuk and Santo</p>

²² For example, the Adaptation Fund project which worked closely with RENI in Yap State is not scheduled to end until the year 2023

Exit strategy	RENI Project's implementation of exit strategies
	<p>funded by the RMI Government budget. This is a positive foundation from which continued efforts can be made to sustain these activities.</p> <p>GCCA+ SUPA project in RMI is working with the same partners as RENI in a different atoll, Jaluit atoll, to enhance community health and food security. GCCA+ SUPA project is using the community impact assessment methodology developed under the RENI project to assess past climate change adaptation projects in Nauru and Tonga.</p> <p>Palau has already been proactively seeking funding to support the construction of the RENI-supported Tabecheding AVGF water system design. A sustained effort in this pursuit will likely lead to the successful implementation in the near future.</p>
<p>3. Engagement with the private sector to build capacity or commercialise aspects of projects that may create cost-recovery opportunities that enhance sustainability outcomes.</p>	<p>Whilst establishing farmer's/grower's cooperatives or a commercial produce market model may be viable in main capital centres such as Majuro, the prospects for commercialising elements of the food security project in Ailuk are limited. Community members are unlikely to pay for seeds, seedlings or the services of the Agricultural Extension Officers.</p> <p>There was no evidence of community water committees or water fees being collected by community leadership to support the management and maintenance of new water assets. RENI's supply of replacement parts reduces the need for a maintenance fund.</p> <p><i>Recommendation: Establishing water committees and collecting a small management/maintenance fee is still considered a good practice that should be promoted in future projects.</i></p> <p>Local private sector involvement in the actual (and planned) installation of water assets builds their capacity in improved techniques and increases their ability to support maintenance in the future should communities, who were also trained, need additional assistance.</p>
<p>4. Early and methodical project closure that allows sufficient time for the hand-over of assets and processes to community leadership groups or national governments.</p>	<p>The original project timelines deliberately factored in sufficient time for appropriate hand-over and closer processes. With the expectation of activities that were postponed by COVID-19 and dengue/measles outbreaks, reporting and the completion of lessons learnt activities has occurred in an orderly and timely manner.</p>

The documentation of an exit strategy in the project design is a good practice that should be continued in future projects. Outside of an exploration of the implementation of planned exit strategies, the evaluation makes the following sustainability assessments of some key elements of the RENI Project.

The high likelihood that structural water security measures and related outcomes in Ailuk, Yap and Kapingamarangi will be sustained is supported by the following assessments:

- High levels of community ownership over the new water assets through early and ongoing community consultation and the MoUs.
- Hands-on training and capacity building delivered to medium numbers of men and women within communities to support ongoing water asset operation and management.

- Provision of sufficient replacement parts and tools needed to make repairs for the approximate estimated life.
- Establishment of a maintenance schedule for newly installed water assets (FSM).
- Improvement in quality of water catchments and selection of quality supporting products (faucets, leaf eaters etc) should increase their lifespan.

Water monitoring processes in Yap Proper are likely to continue through an MoU that formalises a partnership between SPC, Yap State Environmental Protection Agency, the Weather Service and the water authorities (SPC, 2020C).

The lower likelihood that behavioural change measures to support organic home gardening practices will be sustained is supported by the following assessments:

- Approximately 12-months of the implementation period was impacted by travel bans resulting in some planned activities being cancelled, rescheduled or rescope to target other locations outside of Ailuk. These events may have contributed to some of the issues reported below.
- Low levels of motivation and ownership from Ailuk community to independently participate in the physical practices of gardening such as digging, tilling and compost making. It is unclear if health checks and nutrition education are sufficient drivers to persuade the improved changed behaviours.
- Low capacity of the Agricultural Extension Officers to work independently and proactively to grow and distribute seedlings, cuttings and seeds.
- Continued reliance on external funds for external inputs such as petrol, chicken manure, seeds and transportation of pest predator control insects. In lieu of sufficient local manure production and fish waste, imported chicken manure appears a requirement for productive soil and effective composting processes.
- Previous attempts to re-establish atoll agriculture have not been successful in Ailuk or in other remote RMI atolls. The RENI Project's design and implementation model may be superior to past and current projects, however, similar barriers to sustainability exist.²³
- The agricultural consultant contracted by the RENI Project has also questioned the sustainability of the improved agricultural practices in relation to several of the concerns listed above (Englberger, 2020).
- Relative remoteness of Ailuk and limited communications infrastructure make oversight from the RMI Government and MIOFA more challenging.

Whilst these assessments are not positive, it is noted that RMI saw the RENI project as an opportunity to trial the re-establishment of atoll agriculture and that the lessons learned from RENI would play an important role in informing RMI's future approach and roll-out.

Improved nutrition from cooking healthier meals using a portion of local produce in Ailuk is dependent on the sustained home gardening practice. The low levels of confidence that home gardening will be sustained puts into question the sustained improvements to cooking practices. There was insufficient evidence to identify how engrained improved physical exercise behaviours were in daily routines and if these were likely to be continued. Anecdotal evidence from stories presented in SPC videos provide a positive impression that physical activity is continuing, however, the desire of storytellers to please SPC and project a positive image of the project cannot be overlooked in its ability to introduce bias into the stories recorded.

²³ Past atoll agriculture projects in Ailuk include: 2006, Sustainable Agriculture Research & Education. Other projects experiencing difficulties implementation atoll agriculture include an FAO project (2017 - 2019) targeting different RMI atolls also had similar objectives and approaches to RENI. See RMI country report for more details.

3.5.2 Documentation and sharing of lessons

Another way that outcomes from the RENI Project can be sustained is through the documentation and sharing of good practices and lessons learnt. These have the potential to influence other development programming within SPC and more broadly by other development partners.

The evaluation finds that SPC has been proactive and effective in its documentation of lessons learnt, good practices and recommendations for future improvement. Evidence of this documentation and sharing can be found in:

- Video productions included in the RENI 'Addressing Climate and Disaster Risk in the North Pacific Countries' series.
- Sharing with other projects in SPC, including the EU-FSM-EDF 11 Sustainable Energy and Accompanying Measures and providing design advice to the ACSE project in FSM, and to the Adaptation Fund in Kapingamarangi.
- 14 lessons learnt events involving 140 participants were held between July and November 2020 with other SPC divisions, in-country stakeholders and diplomatic missions based in Suva.
- Cross-country project sharing at RENI Steering committee meetings.

Sustainability Summary

Exit strategies combined with enabling sustainability factors such as community ownership of project assets and capacity to maintain assets have contributed to the high likelihood that water security structural measures and associated benefits will be sustained. There is less confidence that newly introduced behaviours in organic home gardening practices will be continued.

3.6 Exploring Efficiency

3.6.1 *To what extent does the RENI project demonstrate timely implementation, sound financial management and value for money?*

Overall, the RENI Project has demonstrated efficient use of funds to deliver activities in a timely manner resulting in quality project outputs. There were some exceptions to this positive finding, such as the significant underspending of project funds attributable to a range of factors including efficiency measures in staffing and cancelled activities as a result of COVID-19, as well as Palau's withdrawal from the RENI Project.

Operational work planning and reporting

RENI country projects used a detailed log frame to document key outputs and activities. The log frames were supported by program and activity budgets and activity workplans. Quarterly country narrative and financial reports conveyed progress against the workplans and budgets whilst providing a mechanism for future work planning and highlighting of risk and issues. The RENI National Coordinators were responsible for monthly narrative reports to SPC PMU. The quality and frequency of reporting was acknowledged as acceptable by all parties. The RENI Project website was used as a repository to provide public access to a range of regional and country-specific reports.

The RENI Project Steering Committee and the EU were kept informed of planning and progress via annual reports and meetings.²⁴ The financial reporting templates for each country and the consolidated financial report were noted to be very well developed with reporting of actual costs against budget for particular

²⁴ Noting the final steering committee meeting was cancelled due to COVID-19 travel bans.

periods as well as the entire project duration. Financial commitments were included in the reports which ensured best practice reporting and management of finances.

An external financial audit was undertaken for the period 06/07/2017 to 30/06/2019, which did not detect any errors. Whilst not within the scope of the evaluation, it did not uncover any evidence of financial misconduct or issues requiring further investigation.

Funding allocation and expenditure

Table 5 on the next page provides a regional project financial summary as at 30th June 2020 that includes budgeted expenditure, actual expenditure and respective variance between planned and actual expenditure.²⁵ Approximately EUD 2,677,000 (60%) of the budgeted EUD 4,500,000 was spent during the implementation period. The significant underspend can be explained mostly by:

- Cost savings due to project team member role sharing with another SPC project.
- Delayed project team staff hiring.
- Large cost savings from Palau's withdrawal from the RENI Project which included costs savings from unspent funds for structural measures (output 2).
- A contingency fund that was only to be accessed in exceptional circumstances.
- Deferred, cancelled and rescope smaller activities as a result of COVID-19, dengue and measles outbreaks.
- Limited implementation period that prevented additional planning, procurement and expenditure cycles taking full advantage of country allocations.

The evaluation also notes the funding modality prevented moving funds between pre-set country allocations. Given the underspending in each country budget, this limitation did not impact the ability of the project to spend unallocated funds, however, the situation may have been different in the absence of COVID-19.

The evaluation recognises and applauds the significant expenditure savings within the overall SPC Project Team budget of EUD 792,000 due substantially to the trial of a salary cost sharing with the SPC GACC+SUPA project plus some delays to staff appointments. Cost sharing between SPC projects not only allowed for salary saving but also sharing of travel expenses and meeting schedules with the SPC GCCA+SUPA project. This trial sharing arrangement needs to be reviewed and assessed by the SPC team and the EU in order to evaluate if this arrangement can be adopted in similar situation where project staff are operating across two separate projects funded by the same donor. Whilst there were efficiencies gained, the additional workload of staff working across both projects was acknowledged and needs to be considered.

The evaluation also notes that if salary cost sharing arrangements mentioned above had been agreed before the budgets were finalised, additional funds may have been available for the output activities that were identified by SPC as being outside of the available financial envelope. For example, RMI and Palau both reduced project scope of target locations or water storage capacity in part to meet budgetary constraints.

²⁵ Unaudited financial Report from SPC dated 30th June 2020 including some commitments. Some additional costs yet to be allocated.

Table 5. Expenditure and reported commitments

Project Budget	Budget (EUD 000's)	Actual expenditure including commitments (EUD 000's)	Variance – Funds remaining (EUD 000's)	Variance – Funds remaining (%)	Comments
Direct costs					
Direct Costs (PMU salaries)	1,478	686	792	53%	Variance identified due to cost sharing of wages with another project plus delayed staff appointments
Output 1	760	500	260	34%	Variance spread across all three countries
Output 2	1,447	1,084	363	25%	Variance mainly attributable to cost savings from Palau project
Output 3	394	257	137	35%	60% variance from Palau with remainder across both FSM and RMI
Sub Total Direct Costs	4,079	2,527	1,552	38%	62% of direct costs were expended
Indirect costs					
Project Management	286	150	136	47%	Variance due to lower direct costs. Management fee is linked to direct project cost expenditure;
Contingency	135	0	135	100%	No contingency used. Contingency funds were to be accessed only in exceptional circumstances
Sub Total Indirect Costs	421	150	271	64%	Variance due to savings in Project Management and contingency allocations
COMBINED TOTAL	4,500	2,677	1,823	40%	60% expenditure of total budget

The evaluation recognises that preparing budgets for activities to be implemented in very remote locations is challenging due to unpredictability of costs, challenging timeframes and uncertain logistical arrangements. The need to include large contingencies is a lesson learned from past projects that is reinforced by the RENI Project. For example, the need to charter boats for outer island transport instead of relying on government transport services greatly increased the cost of implementation in FSM and RMI.

Due to the significant underspend across all countries, the third and final tranche of RENI Project funds was not requested from the EU.

A summary of country-level finances is provided in Annex 16. There were no unexpected findings from the country-level data. RMI and FSM had approximately 35% of their budget allocation remaining, whilst Palau still had nearly 60% of funds remaining.

Finance arrangements

The SPC PMU transferred funds from Fiji through to National Government Finance Ministries in RMI and Palau for release of funds to other ministries through Grant Agreements. There is clear evidence that this caused issues for SPC in terms of ensuring timely receipt of acquittal documentation, which in turn resulted in the SPC Finance Officer having to travel to the relevant ministry to guarantee collection of the required documentation. This is an indication that national capacity, compliance and risk management issues need more consideration for future projects. The RMI Ministry of Natural Resources and Commerce (MNRC) reported that they did not have the capacity to deal with additional transactions and indicated at interview that they would prefer SPC to have taken over all expenditure and acquittal requirements as per similar arrangements with other donors.²⁶

Recommendation: In response to potential capacity constraints of national Ministries responsible for the management of project funds, SPC should consider providing additional resources or training to assist with the administration of project grant funds. This would assist to build capacity of ministry staff whilst at the same time overcoming the need to travel from Fiji to regional areas to ensure collection of acquittal compliance documentation.

The banking systems between the North and South Pacific are sufficiently different and disconnected so that funds transferred from banks in Fiji to Northern Pacific partner countries took considerable time to clear, which added additional complexity when SPC was making grant tranche payments or paying suppliers. As outlined earlier, the involvement of the SPC Micronesia Office assisted in alleviating this inconvenience.

EU monitoring

No EU Results Oriented Monitoring (ROM) visits were conducted during the RENI Project. Given the short project duration and implementation period, the evaluation concludes that ROM visits were not required in years one and two of the project. Without COVID-19 travel restrictions, an ROM visit could have been undertaken in the final year, however, the evaluation concludes that the remote location of most sites would result in ROM visits taking considerable time (one to two weeks) and requiring considerable funds. EU representatives indicated that they were kept adequately informed about project progress, issues and challenges which reinforces the evaluation conclusion that EU ROM visits were not required. In instances where ROM visits are not planned or conducted, then an increased focus on other opportunities for remote monitoring should be taken advantage of. For example, EU attendance at regional project-related knowledge sharing workshops and enquiring about project progress with relevant national government agencies as part of other EU related work agendas involving the partner country.

Efficiency impacts of implementation in outer islands

The uncertainty associated with commercial shipping schedules to remote islands and atolls is a considerable factor in planning activities in remote areas. Procurement of materials was focussed on locally produced items, however given the nature of the specialty items to be procured it was necessary to expand procurement locations to include Australia and New Zealand for some items and to store items in a central location until such time as the total procurement requirements were complete and ready to ship to their final destination. Part of the procurement process was to ensure that sufficient spare parts were provided to enable maintenance to be completed over the life of the asset. Items were shipped via chartered vessels in some cases to ensure timely arrival and commitment to project timeframes. Whilst acknowledging the

²⁶ Refer RMI report referring to capacity of Ministry staff.

use of chartered vessels is expensive, it was necessary given the tight timeframe for the RENI Project and unavailability of government operated vessels.

Recommendation: The evaluation acknowledges the challenges of undertaking infrastructure projects in remote locations and suggests SPC should encourage countries to focus on vulnerable communities located closer to main capital centres in instances where timeframes are short and fixed and budgets are also constrained. The remoteness of beneficiaries can be an indicator used to assess the project risk rating discussed earlier in the report.

Quality of outputs

The RENI Project was found to produce outputs of a high quality in most instances. Design specifications, procurement research and quality control processes were measures that assisted in ensuring quality standards were met. Some specific examples of quality outputs include:

- Water catchments and rainwater harvesting system design which included best practices such as mosquito screening on tank entry, the use of First Flush Diverters (FFD), leaf eaters/debris screening and use of quality faucets.
- Careful selection of tank manufacturer with proven high-quality plastic and manufacturing processes was undertaken in response to tank quality issues identified through the community impact assessment from Fais Island undertaken in February 2019 as part of the RENI project.
- EPS design based on proven similar designs implemented in Fiji that are low-cost and easy to maintain.
- Delivery of holistic organic agricultural systems featuring a seedling nursery with large compost bays, supporting equipment and tools provided, and hands-on teaching in Marshallese with agricultural manuals provided on low-cost simple organic gardening practices in Marshallese and English.
- Palau AVGF design appeared detailed and comprehensive, with the design featuring durable materials such as steel (AVGF) and cement (holding tank for filtered water).

One quality issue was identified in Ailuk RMI where fencing wire specified to create secure fencing around new water catchments was mistakenly used to refurbish the nursery. This left tanks at three locations unfenced which limits the ability for the community to control and ration access to water during drought.

COVID-19 travel restrictions prevented the SPC Project Engineer from supervising some infrastructure activities which may have impacted on the quality of structural outputs. For example, in Santo, whilst the project was fortunate to have the support of in-country government partners to construct the nursery when travel restrictions were in force, onsite monitoring by the SPC Project Engineer was not possible and SPC quality standards could not be guaranteed. Similarly, the SPC Project Engineer was unable to travel supervise the water storage and harvesting activities in Ailuk and the installation of the EPS units in FSM. It is unclear if the quality of these works will be compromised due to reliance on local skilled labour and remote monitoring of contractors to support installation.

In summary, nearly all project outputs assessed by the evaluation were of a high quality thus reflecting value for money.

Personnel

Over the course of the project the following personnel with their respective titles and appointment dates were employed:

- Project Manager Gillian Cambers 01.08.17
- Project Finance Officer Swastika Raju 13.11.17
- Communications and Liaison Officer Zhiyad Khan 01.11.17
- Project Engineer Fakasao Tofinga 12.03.18
- Short-term Finance and Administrative Assistant Sonika Goundar 01.08.19
- FSM National Coordinator Sean Kadannged 08.07.18
- RMI National Coordinator Newton Ira Lajuan 24.09.18
- Palau National Coordinator Patrick Maurice Termeteet 24.11.18

SPC reported challenges in recruiting staff with suitable capacity for some of the roles, which in turn delayed appointments. SPC also reported challenges recruiting National Coordinators. Other key challenges related to limited human resources in disaster risk management and climate change in all the project countries and the large number of donor-driven disaster risk management/climate change projects ongoing in the region competing for the limited human resources (SPC, 2018).

All three RENI National Coordinators received 1-week training in Suva to assist them understand SPC communication, project management, finance and administrative procedures. The FSM National Coordinator was based in Yap State Department of Resources and Development and Yap State Environmental Protection Agency rather than Pohnpei in order to be close to the project activity. The RMI National Co-ordinator was based in the MNRC office and the Palau National Co-ordinator was based in NEMO. The decision to base the National Co-ordinators in these locations was based on lessons learnt from the GCCA: PSIS project (2012-2015) and other projects which showed in-country project coordinators and partnerships with locally-based NGOs to be a successful delivery modality. The appointments of the National Coordinators for FSM and RMI were well received and appreciated, however, this was not the case in Palau.

The National Co-ordinators expressed their appreciation to the SPC PMU, especially the Project Manager, for providing support, training and flexibility to perform their roles. This included increased responsibilities to respond to tasks related to SPC PMU staff inability to travel due to COVID-19 restrictions.

3.7 Exploration of cross-cutting issues of gender and environment

Environment and gender are two important cross-cutting themes relevant to all development projects. The evaluation reviews each theme independently to consider the extent to which each has been considered in project design and implementation.

3.7.1 *To what extent has the project demonstrated sensitivity to environmental and gender issues?*

Gender equality is a critical aspect of sustainable development as recognised in the Sustainable Development Goals.²⁷ SPC have developed their Social and Environmental Policy 2020 which outlines the framework for inclusion of, among other things, gender and environment into their development programs.²⁸

For the purpose of this evaluation, gender is defined by an expanded definition that considers vulnerability in addition to the roles and relationships between men, women and children.²⁹ The consideration of vulnerability as it applies to gender-sensitive/human-rights provides the ability to consider how the project did or did not address people most in need or in disadvantaged minority groups with limited access to resources (e.g. families living subsistence based lifestyles on outer islands).

From the design phase, RENI engaged with national government, communities and civil society groups, including women's groups, to identify key focus sectors and geographical target areas for the project, encouraging the focus on vulnerable atolls. A gender-sensitive and human-rights based approach was integrated into the PDDs for each country with the assistance of SPC's Social Development Programme and Regional Rights Resources Team and learning from past experiences on Pacific projects.

The RENI Project aimed to embed new knowledge into projects through gender balanced (or gender separate) project consultations, training sessions and specific targeted women's groups activities to improve food and/or water security in each of the three country projects. This included the implementation of the PLANET principles for each project, which exposed key stakeholders to new understandings of gender-sensitive/rights-based concepts. The activities undertaken at the project and country levels to encourage gender equality are outlined in Table 6, with further details provided in country reports.

Table 6. Gender equality considerations

Country	Evidence that gender and the needs of other vulnerable groups were considered
Project-level	<ul style="list-style-type: none"> RENI project team provided input to the development of SPC's people centered approach. SPC's CRGA on 26th June 2018, participants took part in a "power walk". Presentation on RENI at the "Learning Exchange: Women leading climate action in Melanesia, Micronesia, and Alaska" organised by The Nature Conservancy in Yap in June 2018 which discussed preliminary ideas for parallel activities led by women's groups representing FSM, RMI and Palau. The first training session on gender-sensitive/rights-based approach was conducted on 5th April 2018. Supported by RENI, the SUVA-based project team, participated in a 1-day further training on gender and rights-based approaches in July 2018. A refresher session on the gender-sensitive/rights-based approach was conducted at the 2nd Steering Committee Meeting in April 2019; (F=16, M=26).

²⁷ United Nations, <https://www.un.org/sustainabledevelopment/gender-equality/>

²⁸ SPC, 2020, General Policies, Social and environmental responsibility, SPC: Suva.

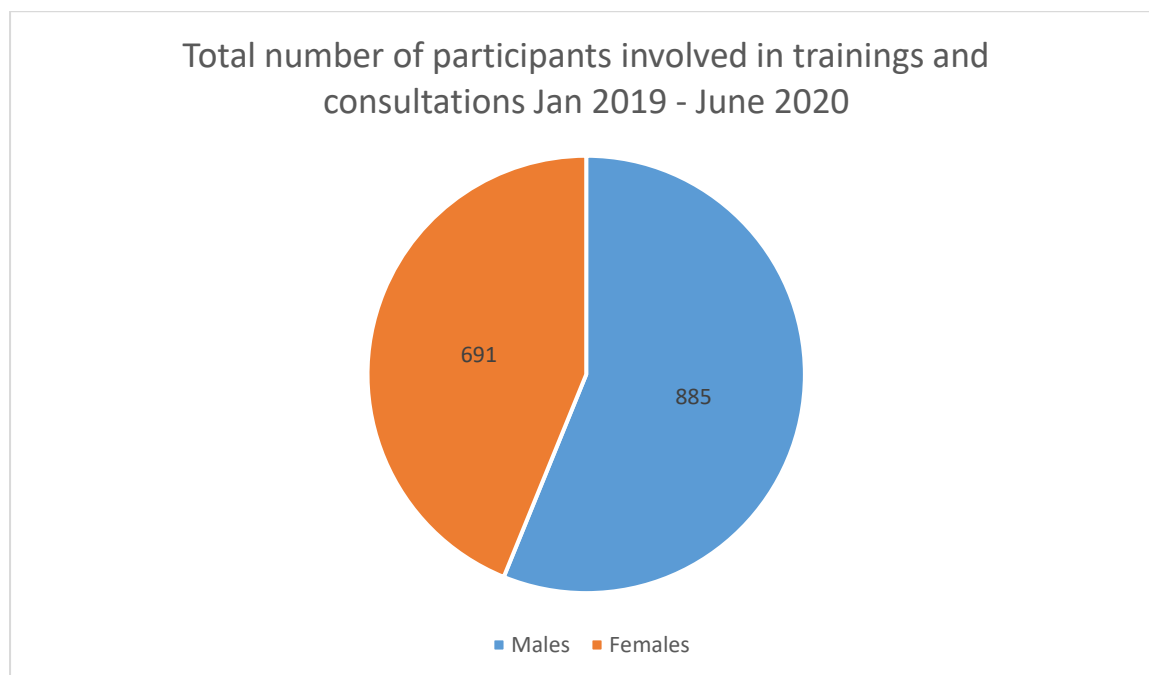
²⁹ UN Women, <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

Country	Evidence that gender and the needs of other vulnerable groups were considered
	<ul style="list-style-type: none"> • An in-depth further training and revision of the PLANET principles for RENI and GCCA+SUPA project teams was held on in May 2019 in Suva, Fiji. Trainers were from SPC's RRRT and SDP; (F=9, M=6). • The RENI Project provided input to the UN Women Global Programme on Strengthening Women's Resilience to Disasters in Small Island Developing States (SIDS) in June 2019.
Palau	<ul style="list-style-type: none"> • Design costed in the procurement of water tanker trucks to deliver water to vulnerable groups and people with mobility limitations during times of water scarcity, however details on how this would be implemented are unclear. As the project did not progress, this activity wasn't able to be delivered to vulnerable communities. • RFQ issued November 2018 to work with community and women's groups on drought awareness, however no organisations responded to the RFQ to undertake the work.
RMI	<ul style="list-style-type: none"> • Grant Agreement awarded to WUTMI in November 2018 to assess and consult on crop pests in the northern atolls of RMI • Training and knowledge sharing was undertaken with household gardeners. The engagement of women's groups allowed empowerment of these groups to take ownership of specific activities affecting women, whilst building the capacity of the groups and women who undertake household gardening roles. • Eighteen women's home gardens were established and extensive hands-on training in the local language was provided by different trainers to the extension agents and the Ailuk community as a whole.
FSM	<ul style="list-style-type: none"> • In Yap Proper, FSM, SPC decided not to use typical grants procedures to procure the services of women's group to lead activities, because many of the women's groups are small and not officially registered, hence they would not qualify for a grant from SPC. Recognising this, an alternative measure was put in place to procure the services of a local consultant to build the capacity of the Tamil Women's Association to work with youth and schools to share information and wise practices about water conservation. • Elderly, sick and youth targeted for water security measures in Kapingamarangi. • Many women's groups are not organised to a level that allows them to access grants from SPC. There is a need for capacity development for women's groups in areas like formal registration of a group, financial literacy, basic book keeping, budgeting, reporting and basic project management. These activities fell outside the scope of the RENI Project. • Women and men were trained in the O&M of the rainwater harvesting systems, and participated in the installation of the systems. • Women and men were included in consultations of the EPS and were shown the pilot project for later implementation in Dugor and Amin.

The aggregated monitoring data captured reflects a reasonable degree of representation of women (44%) in training activities and consultations (see Figure 1). Many of the training events related to the maintenance of water security measures undertaken by men, hence the preponderance of men involved. Age

categorisation and location (main / outer island) disaggregated data could be captured in future projects to enable an analysis of broader inclusiveness of vulnerable groups.

Figure 2. Representation of males and females in trainings and consultations Jan 2019 – June 2020.



The representation of women within training and consultations cannot be considered the only indicator for inclusion, but rather their ongoing ability to have influence over decisions and participate in projects that influence their lives. Whilst an evaluation of this nature is outside the scope of this project, the engagement of women's groups to oversee and run specific activities is a credit to the RENI Project's commitment to this long-term aim. Whilst the project also found it difficult to engage local women's groups (further details provided in country reports), SPC is currently preparing a new grants policy which will cover different levels of grants. For example, less than €10,000, 10 - 50,000 and above 50,000 and each level will have different requirement from the grantee. This should go some way to helping smaller women's groups to participate, but still there remains a need for training in project preparation, reporting, accounting, budgeting, compliance and governance.

Overall, the implementation of the PLANET principles and the inclusion of men and women in training has created the foundations for ongoing work on gender equality. The RENI project experiences in applying a gender-sensitive/rights-based approach have been shared with other projects in SPC, including the EU-FSM-EDF 11 Sustainable Energy and Accompanying Measures, and SPC's preparation of a "People Centred Approach" Strategy. Further the RENI project experiences have contributed to the development of the PLANET Checklist for development projects. It is recommended that the EU's Gender Action Framework (2016 – 2020) and supporting action plan should be referenced by future projects to identify and report on relevant gender targets.

3.7.2 Environment

The consideration of the environment and environmental impacts is generally a mandatory requirement for all development projects, and is consistent with global and regional frameworks as well as SPC internal climate change strategy.³⁰ Table 7 outlines some of environmental considerations and benefits identified at the country-level. The PDDs did not identify any negative environmental risks as part of the risk assessment, however, this reflects more on the medium quality of the country-level risk plans as Palau's project certainly contained environmental risks that were identified in the PDD narrative and responded through the scheduling of an Environmental Impact Assessment (EIA).

Table 7. Environmental considerations

Country	Environmental considerations
Palau	<ul style="list-style-type: none"> KAMPOR Analytical consulting firm was contracted to undertake an EIA of the proposed Tabecheding water storage facility prior to application for the necessary permits, with an Environmental Quality Protection Board. The Board issued required permits on 1 July 2019. Design of the AVGF intake line was altered to impact an already disturbed area of forest which would reduce the overall environmental impact of site works. Original plans to purchase two solar pumps was replaced by plans to utilise pumps that would be connected to the grid. The evaluation did not estimate the potential increased greenhouse gas emissions or increased costs from using grid-powered electricity to supply the pumps.
RMI	<ul style="list-style-type: none"> MIOFA, WUTMI, TTM and the Agricultural Consultant introduced organic farming methods to the communities of Ailuk and Santo to improve the quality of the soil, reduce reliance on synthetic fertiliser and the use natural methods to control invasive plant pests. The water efficient wicking water system for the vegetable gardens was introduced to the gardeners in Ailuk and Santo, and farmers in Majuro and this contributes towards reducing water consumption.
FSM	<ul style="list-style-type: none"> Community rainwater harvesting systems implemented, which made use of natural rainfall and gravity fed piping systems to supply water and reduce need for fossil fuel powered pumping. The hydrogeological study was specifically targeted to understand and preserve the existing groundwater source. SODIS was assessed as a renewable source of energy (solar radiation) to treat water. The ability of the Project to detect possible resistance to SODIS through its association with plastic pollution shows a mature approach to adaptive management and decision making considering local environmental concerns. Used large vessels to the least degree possible (i.e. only when transporting large equipment) and used the small, wind and bio-gas fuelled, locally built Okeanos sustainable sea transport vessel whenever possible.

³⁰ SPC, Internal Climate Change Engagement Strategy for the Secretariat of the Pacific Community.

Environment summary

The evaluation finds that the RENI project gave adequate consideration to avoiding negative environmental impacts and capitalising on opportunities to create positive environmental change through the use of solar power and non-fossil fuel powered transport options, and modifications to the design of structural measures in Palau.

3.8 Exploring Visibility

3.8.1 *To what extent have project activities and results been made visible in both the beneficiary countries and the European Union countries?*

The overall communications and visibility objective was to ensure widespread and consistent messaging and uniform branding across the RENI regional project and its national activities that conforms with guidelines contained in the Communication and Visibility Manual for European Union External Actions and supports the broader objectives of the Pacific Community Climate Change Communications Plan.

The RENI Communications Strategy identified key target groups as audiences located in PICTs including RMI, FSM and Palau in particular. Other key stakeholder groups included international audiences and especially those in EU member countries.

RENI supported project visibility work through the inclusion of a part-time Communications Officer in the PMU. The resourcing responds to earlier recommendations from SPC's Climate Change Communications Plan (October 2012) and is considered a good practice that should be continued given country-level capacity limitations in this area and the opportunities for visibility products to share project outcomes, achievements and lessons.

The Communications Officer developed a RENI Project Communications Plan (2017) which sought to: provide information on project activities to stakeholders; raise awareness of the project; provide partner visibility to the EU, SPC and national governments; and provide education materials on disaster risk management and climate change adaption for communities in the Pacific. The Communications Plan was comprehensive and included guidance and templates that were clearly designed to be used for and by National Coordinators who were trained in communications activities during the inception visits to Suva, Fiji (July, September and November 2018). Feedback from coordinators regarding the communications training was positive and the evaluation finds this training was beneficial to the overall delivery of the objectives of the Communications Plan. For example, National Coordinators were able to contribute towards collecting quality field videos, photos and stories.

Key visibility products included a website, fact sheets, posters, local and regional events, technical assessments, community-focused booklets/guides, the use of social media, media releases, a series of short videos and other common project collateral items. A more detailed list and quantities of communications tools is documented in Annex 17. A list of videos produced and the number of views as reported by YouTube are also documented in the annex.

Customisation of communications tools

In RMI, where practical, all published materials such as the growing and cooking vegetable guides were translated into Marshallese. Whilst not tracked by this evaluation, we believe this customisation would have assisted with the interpretation of content and likely increased the reach of these products. This good practice is recognised and should be repeated in future projects. Published materials for FSM were not translated, with the exception of the SODIS instructions which as discussed earlier were not used due to the

removal of this activity from the project scope. The use of English language was not considered to be an issue by those who were interviewed given they spoke good English, however, it is recommended such as the Operation and Maintenance checklist for the rainwater harvesting systems for Yap and Kapingamarangi should have also been translated.

Customisation went beyond language translation and included consideration of the target audience's ability to comprehend climate change or sector specific technical content. Examples of this customisation include:

- Presentations at The Learning Exchange: Women leading climate action in Melanesia, Micronesia and Alaska, The Nature Conservatory in Yap, 13-16/6/18.
- Consultations to obtain and share information were tailored for chiefs and traditional elders (formal arrangements, following protocol), Government stakeholders (slide presentations) and community members (workshops with activities) across all three projects.
- Posters displayed at EU Office and at key locations within project locations to enhance visibility of EU's funding achievements.
- Essay writing competition for students in FSM to engage students about water security measures.
- Project fact sheets – Short 2-page documents written in accessible language for the general public.
- Technical project reports – Lengthy detailed reports developed for sector specific technical experts.
- Project videos – Targeting development partners and general public using accessible language and engaging visual media which is specifically relevant for the Pacific region with its historical focus on oral and story-based communication.

Specific examples of national level communications tools can be found in the country evaluation reports.

The evaluation was unable to estimate the reach of SPC's visibility products beyond aggregating video view data from YouTube which indicates that between 4,000 and 7,000 people have been exposed to the videos.³¹ Data in the above table would indicate that approximately 5,000 people were also reached through other channels such as social media.

Communications Summary

The evaluation finds that relative to the project size and duration, that the RENI project created a large number of communications and visibility products that effectively captured project objectives, outcomes and shared lessons learnt whilst also recognising the EU, SPC and national government involvement and contributions through written acknowledgements, audio and logos on printed products.

³¹ The lower end of the estimated views considers the largest number of views for one video. The higher end reflects the aggregated number of views across all videos.

4. Overall assessment and conclusions

This section of the report provides an overall assessment against the DAC and EU evaluation criteria.

Relevance / EC-value added

The evaluation rates the project very highly in the relevance/EC-value added criteria. The RENI Project was highly relevant for all three participating countries. FSM, RMI and Palau were all severely impacted by the 2015-2016 El Niño related drought. The RENI project responded to an identified need to improve preparedness for future drought events. RENI Project activities in each country were all closely aligned with relevant national, regional and international plans, policies and frameworks.

The RENI Project was closely aligned with both the EU's and SPC's past and current projects and initiatives. This is evidenced by the work that both organisations do in disaster risk reduction, and building national and community-level resilience to the impacts of climate change in the Pacific region.

Coherence

The evaluation rates the project highly in the coherence criteria. The RENI Project did not duplicate any existing or planned activities in the three participating countries. This outcome was achieved in part due the application of a multi-stakeholder, multi-sector integrated approach that saw the involvement of cross-sector government agencies, civil society, private sector and development partners involved in initial project consultations to short-list project focus areas. The integrated approach also supported the identification of collaboration opportunities with existing projects which resulted in the activities being designed to capitalise upon existing and planned initiatives being led by the other projects.

Effectiveness and Impact

The evaluation rates the project highly in the effectiveness criteria whilst noting the gap in outputs and outcomes relating the challenges faced in Palau's project. The RENI Project achieved its specific objective 'to strengthen the implementation of a sustainable, multi-sectoral, multi-stakeholder approach to readiness for future El Niño events' in all three countries. With the exception of Palau the majority of project activities and outputs were delivered, which overall is a very positive result when considering the exceptional circumstances (international COVID-19 pandemic and measles and dengue outbreaks in RMI).

Impacts from water security structural measures were high and tangible benefits and avoided costs were observed in RMI and FSM. Water security outputs and outcomes can be delivered and observed in a short period of time (1 to 3 years). Food-security focused activities were successfully implemented resulting in key outputs being delivered. Changes in behaviour (organic home gardening) to make continued use of food security structural measures were introduced, however, the impact of these new practices was not as strong and a lack of evidence makes a conclusive judgement around impact difficult. Food security measures require additional time (3 to 5 years) to mature and yield measurable sustained results.

Sustainability

Sustainability of outputs and outcomes were supported by a range of exit strategies documented in PDDs. Water security structural measures and associated benefits are highly likely to be sustained. The sustainability of water infrastructure is supported by high levels of community ownership over the assets, community capacity building in water system repair and maintenance, and the provision of ample spare parts to support maintenance work.

Behaviour change components of projects are more difficult to sustain than the physical structural measures. There was evidence that new behaviours (home gardening, regular exercise and cooking more

healthy meals) were demonstrated by target beneficiaries, however, some behaviours such as home gardening were found to have not continued for a number of reasons explored in the report.

Efficiency

Work planning and budgeting processes were efficient and well managed. The Project only spent 60% of the total budgeted EUD 4.5 million. Unspent funds from Palau's withdrawal from RENI, cancelled activities due to COVID-19 restrictions and cost savings in PMU salaries were large contributing factors for the underspending. The cost of implementing projects in outer islands is high in absolute terms and additionally in relative expenditure per beneficiary. Despite these high costs, continued investment in remote outer islands is justified as they are the most vulnerable to the impacts of climate change and El Niño related drought.

Gender and environment

Overall, the RENI Project was found to have considered the needs of women and other vulnerable groups in its design and implementation. This was achieved through specific intentional programming of activities delivered by women for women and through the application of a gender-sensitive human-rights based approach to program design and delivery. The PLANET principles and framework assisted the RENI Project to integrate a gender-sensitive approach in its design and implementation. The Project assisted in the refinement of the PLANET principles. The inclusion of the framework into SPC's People Centred Approach strategy will help mainstream its application across other future SPC projects.

Overall, the RENI Project achieved satisfactory results in terms of its environmental performance. The RENI Project considered environmental concerns in both design and implementation. Mandatory regulatory measures such as Environmental Impact Assessment (EIA) and optional design choices to reduce habitat destruction and limit greenhouse gas emissions related to project transport contributed to the general positive assessment of environmental performance.

Visibility

The RENI Project produced a large number of communications and visibility products for a project of its size and duration. The products were customised for different audiences and used different mediums and languages to reach the different target groups. Overall, products were found to be of a high quality. Video stories successfully communicated project outputs and outcomes and should be included in the range of products produced in future projects.

Overall

Overall, the evaluation commends the work and outcomes achieved by the RENI project which was implemented within challenging external circumstances. The RENI Project has enhanced resilience to drought-related shocks and insecurities in target communities within RMI and FSM, with potential future benefits to be realised in Palau. The outcome of Palau's AVGF procurement and subsequent withdrawal from RENI is a noted exception to the positive results reported.

Annex 18 includes the required DAC Evaluation Report Summary which summarises key information presented in this section.

5. Best practices and Recommendations

5.1 Best practices

This section of the report collates best practices identified during the project evaluation. These are grouped into logical thematic areas.

Project design:

- The use of a two-phase design process involving Concept Note and PDDs is a good practice that should continue
- The use of a multi-sector, multi-stakeholder integrated approach used in project design and implementation
- Including a specific output area to focus attention on behavioural change measures to support structural measures.
- Use of existing committees, plans and processes to identify project focus areas
- Use of evidence-based approach and technical assessments to inform the selection of structural measures and site locations.
- Drawing upon expertise from across SPC's divisions on an as-needs basis to benefit one project
- Allocation of funds to hire a National Coordinator to alleviate country-level government capacity constraints.
- Best practice water system design measures utilised.

Implementation:

- Encouraged the development of activities targeting women and vulnerable groups that were often designed and implemented by these same groups.
- Capacity building of country-level project staff and key stakeholders in the application a gender-sensitive human-rights approach using the PLANET checklist and tool.

Supporting sustainability:

- Documentation and sharing of lessons learnt internally (RENI/SPC) through workshop presentations, and externally through visibility products.
- Consultations with community during the project design phase to confirm the appropriateness of solutions and gain buy-in and support.
- Exit strategy considered and documented in PDD
- Community capacity building to support ongoing operation and maintenance of water assets
- Provision of sufficient spare parts and components to support maintenance over the life of the asset.

Finance and efficiency:

- Budget contingency included with strict conditions around use.
- Resourcing for a Communications Officer in the PMU to support regional and country-specific visibility and communications activities.
- Adaptive management applied to rescope or assign replacement activities for those that could not be implemented due to travel bans/restrictions.
- Cost and time sharing of staff across more than one project where there are sufficient synergies.
- Designing the methodology and undertaking an impact assessment of water security activities implemented by previous projects to inform RENI water security measures

5.2 Recommendations

This section of the report collates recommendations identified through the project evaluation. Recommendations are grouped into logical thematic areas and prioritized to direct resources to most appropriately.

#	Recommendations	Who	Priority
1	Risk Management:	Project	High
2	<ul style="list-style-type: none"> Increase scrutiny of PDD Risk Management section to ensure country and project-specific risks are identified and addressed. 		
3	<ul style="list-style-type: none"> Risk matrices or guidance on completing the Risk Management section of PDDs should highlight the need to include and assess 'Land ownership issues, claims and challenges' as a risk item for all projects where capital works are proposed on land areas. Perform project risk assessment and grading on concept notes and PDDs. Projects graded above low risk should be requested to include actionable, costed contingency activates to replace specific activities or components with higher risk ratings. Trigger conditions and trigger assessment points should be documented and added to the timeline. 		
4	Behaviour Change <ul style="list-style-type: none"> Improve the design process of the behaviour change measures through the application of behaviour change planning tools. 	Project	Medium
5	Follow-up monitoring <ul style="list-style-type: none"> SPC RRRT in RMI to undertake a follow-up monitoring visit to Ailuk. A recap or repeat delivery of past training could be considered provided Community Protection mechanisms are in place. 	Project	Medium
6	Improving SPC Internal Processes and Capacity:	SPC	High
7	<ul style="list-style-type: none"> Continue working on internal processes and protocols to normalise and simplify multi-disciplinary work across SPC's teams to enable one project to engage expertise from SPC's different divisions. 		
8	<ul style="list-style-type: none"> Continue to build the technical and project management capacity within the SPC Micronesia Regional Office to facilitate future Northern Pacific focused projects being managed from that location. Future projects to provision funds to undertake impact assessments of relevant activities implemented by previous projects to inform the current project design and implementation. 		
9	Improving Procurement Processes:	SPC	Medium
10	<ul style="list-style-type: none"> In the periodic reviews of its Procurement Policy, SPC should identify what, if any, additional information can be provided to parties with a stake in the outcome, either in confidence or publicly to increase the transparency of their procurement process. SPC should seek to involve qualified national stakeholders in the technical review of procurement activities, and to consider inviting one national stakeholder to sit as observer in Procurement Committee meetings. 		
11	Improving Future Projects: <ul style="list-style-type: none"> Seek opportunities to collaborate with development partners organisations that may have an interest in building the capacity of the 	SPC	Medium

#	Recommendations	Who	Priority
12	<p>private sector and/or civil society in proposal preparation and project management.</p> <ul style="list-style-type: none"> • SPC to consider providing additional resources to the national ministries responsible for administering project grant funds. 		
13	<p>Improving Future Projects:</p> <ul style="list-style-type: none"> • Projects should consider the relevance of referring to EU's Gender Action Framework (2016 – 2020) and supporting action plan to assist reporting against EU targets. • Establishing water committees to manage water systems and collect a small management/maintenance fee should be promoted where community-level water assets are installed. 	SPC	Low
14	<p>Improving country-level monitoring:</p> <ul style="list-style-type: none"> • Improve monitoring and reporting of community agricultural project outputs through community or expert observations and data collection (noting crops planted, their growth stage, conditions & issues/challenges raised by farmers/gardeners, estimated yields). This data should be a mandatory requirement in Agricultural Extension Officer reports. 	RMI Govt.	Medium

6. Annex

6.1 Annex 1. Terms of Reference

Annex I
Terms of Reference
Consultancy for final evaluation of the European Union – North Pacific – Readiness for El Niño (RENI) Project <i>RFQ SUV 20/035</i>

A. Consultancy title: Final evaluation of the European Union – North Pacific – Readiness for El Niño (RENI project)

B. Background to the specific work covered under this consultancy

The European Union (EU) – North Pacific – Readiness for El Niño (RENI) project is about communities working to secure food and water resources ahead of drought. The three-year (2017 - 2020) project is funded with €4.5 million from the EU and implemented by the Pacific Community (SPC) in collaboration with the governments and peoples of the Federated States of Micronesia, Marshall Islands and Palau.

The RENI project is funded under the Pro-Resilience Special Measures in response to food insecurity in Africa, Caribbean, Pacific (ACP) countries under the 11th European Development Fund. The implementation period for the RENI project is from the date of signature of the Delegation Agreement, 6 July 2017, to 2 November 2020.

The overall objective of the RENI project is to enhance the resilience of the people of the Federated States of Micronesia (FSM), Marshall Islands (RMI) and Palau to the shocks and insecurities resulting from extreme El Niño events. The specific objective is to strengthen the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events.

The project addresses three key outputs:

- (i) Uptake of key individual and community behaviours that support El Niño resilience;
- (ii) Local area structural measures to support El Niño resilience building and paying special attention to the rights of women and vulnerable groups in outer islands;
- (iii) National measures - institutional, planning and technical – to support readiness for future El Niño events.

The RENI project is implemented by SPC through the Geosciences, Energy and Maritime Division (GEM) in collaboration with the Social Development Programme (SDP), the Regional Rights Resource Team (RRRT), the Strategy, Performance and Learning Programme (SPL) and the Land Resources Division (LRD).

SPC is seeking to recruit a skilled evaluation consultant or consultant team to perform a final evaluation of the RENI project from the start of Implementation Period, 6th July 2017 to the end of the Implementation Period, 5th November 2020, noting that all new grant and procurement contracts have been signed by 5th July 2020.

The delivery of this consultancy will require in-depth knowledge and experience of the monitoring and evaluation of complex, multi-sector, aid funded development projects in the Pacific Islands. The evaluation will be conducted remotely from the consultant's home office due to COVID 19 travel restrictions.

C. Scope of work

The purpose of this consultancy is to recruit a skilled evaluation consultant or consultant team to perform a final evaluation of the RENI project from the start of Implementation Period, 6th July 2017 to the end of the Implementation Period, 5th November 2020, noting that all new grant and procurement contracts have been signed by 5th July 2020. The period 6th July to 5th November 2020 is being used for final closure activities, including the final financial and narrative reporting. In addition, it is anticipated that one implementation activity that has been delayed by the COVID-19 travel restrictions, will be completed in the final closure period.

This evaluation will provide the decision-makers from the European Union, SPC, partner countries and regional organisations with an overall independent assessment about the performance and impact of the project, clarify key lessons and practical recommendations for follow-up actions. The results of this evaluation will inform future project design.

Due to the travel restrictions caused by the COVID-19 pandemic this evaluation will be conducted remotely without any travel to the North Pacific countries.

The consultancy will address the following key assessment questions:

1. Assess the degree to which project activities have achieved the defined overall objective, specific objective and key outputs using the intervention logic (log frame) from the Delegation Agreement signed on 6th July 2017.
2. Review the issues and challenges faced, lessons learnt and successes achieved which could strengthen institutional capacity and future planning within the partner countries and SPC, and in particular address:
 - Design of the RENI project under the Pro-Resilience Special Measure
 - Scale implications of a sub-regional project
 - Human resources in partner countries
 - Management of the project, including financial management, by SPC
 - National ownership of project activities
 - Role of partnerships in the delivery of project activities
3. Assess the issue of sustainability and specifically:
 - The extent to which an integrated approach has strengthened community resilience to drought especially in remote outer islands of the North Pacific.
 - Whether the measures helped countries and communities better cope with the recent drought (January to May 2020)
 - Ways in which lessons learnt from previous projects have been considered and applied to the design and delivery of the RENI project activities.
4. Assess the project's sensitivity to environmental and gender issues:
 - How has gender and a rights-based approach been addressed in the project activities
 - Whether the needs of the most vulnerable, including youth, elders, persons with disabilities and geographical groups such as persons living in outer islands, have been addressed.
 - The extent to which behavioural change has been addressed

The criteria for the evaluation are:

- **Relevance** (problems and needs): The extent to which the objectives of the project are consistent with beneficiaries' requirements, country needs, global priorities and partners'/EU's policies, the Framework for Resilient Development in the Pacific, and the Sendai Framework for Disaster Risk Management.

- **Effectiveness** (achievement of purpose): The effectiveness criterion, concerns how far the project's results were attained, and the project's specific objective(s) achieved, or are expected to be achieved.
- **Efficiency** (sound management and value for money): The efficiency criterion concerns how well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned.
- **Impact** (achievement of wider effects): This criterion should assess the project's achievements to date and the likelihood of achieving its intended impacts. It should also assess if any unintended or unexpected impacts have been produced, and if so, how these have affected the overall impact and if impacts to date have been facilitated or constrained by project management. The impact of project activities on cross-cutting issues such as gender should be considered.
- **Sustainability** (likely continuation of achieved results): This criterion relates to the potential for the overall sustainability of the project beyond project life-time, and should include recommendations for the project sustainability plan, with specific focus on the in-country climate change adaptation projects and mainstreaming activities.
- **Coherence** (mutual reinforcement): Considering other disaster risk management and climate change activities undertaken by national governments, SPC and other donors, this criterion considers the likelihood that results and impacts will mutually reinforce one another or duplicate/conflict with one another.
- **EU value added**: This criterion relates to the extent to which the project complements other EU interventions in the region.
- **Visibility**: The extent to which the project's communications strategy achieves the desired impact in the beneficiary countries and the region.

These criteria and the required format for the final report are described in more detail in Annex II.

Methodological guidance for project evaluations and the evaluation of integration of cross-cutting issues are available on the [EuropAid's Evaluation methodology website](#).

The specific activities are:

1. **Signing the contract and preparation of a work plan**: On signing the contract prepare a work plan for conducting the consultancy
2. **Prepare an Inception Report and methodology**: Review the project documents and reports and hold virtual consultations with the SPC Team, including the RENI project team, representatives from other divisions, and partners from the Delegation of the European Union for the Pacific (EUD). Prepare an Inception Report describing the methodology for conducting this evaluation.
3. **Prepare a list of key questions for virtual consultations in each country and a list of persons to be interviewed**: Using the key assessment questions and the criteria outlined above, together with the prepared methodology, prepare a list of key questions to be addressed during virtual consultations with project partners and beneficiaries in each of the three countries. A minimum of 30 consultations (overall) to be conducted with project partners in the countries. Prepare a list of the

persons to be interviewed. (The RENI project team is available to assist with identifying names and contact details).

4. **Assessment of the activities in each of the three countries:** Following the virtual consultations with partners and beneficiaries in each country, assess the activities in each of the three countries addressing particularly the key assessment questions and the using the criteria listed above. Prepare a draft report for each of the three countries.
5. **Prepare a draft overall report:** The draft overall report will apply the standard layout, guidelines and criteria for evaluation of the final report, and standard DAC format for evaluation report summaries (Annex III). The overall report will include the country reports as annexes.
6. **Prepare a final overall report:** On receipt of the SPC response and the EU response to the draft overall report, prepare the final overall report including the final country reports.

D. Expected outputs

1. Signed contract and work plan for conducting the consultancy
2. Inception report and methodology
3. List of key questions for each country and list of persons to be interviewed
4. Draft report assessing the activities in each of the three countries
5. Draft overall report, including the country reports as annexes
6. Final overall report including the final country reports.

E. Institutional arrangements

The Consultant(s) will report directly to the Project Manager, EI – North Pacific – Readiness for El Niño project, SPC Regional Office, 3 Luke Street, Nabua, Fiji.

The RENI project team will provide all the project documents and required contacts in each country. The RENI team will be available for virtual consultations throughout this evaluation.

The consultant will be responsible for setting up all the conference calls and internet meetings and needs to be aware of internet connectivity limitations in each country.

F. Duration of work

The consultancy will be conducted over a period of two months.

The target date for commencement of work is 1st August 2020 and the expected completion date is 30th September 2020.

Output	Delivery by	Nature of the work
--------	-------------	--------------------

1. Signed contract and work plan for conducting the consultancy	07.08.20	Office work and scheduling
2. Inception report and methodology	21.08.20	Research and reporting
3. List of key questions for each country and list of persons to be interviewed.		
4. Draft report assessing the activities in each of the three countries	11.09.20	Data collection Telephone and internet interviews Research and reporting
5. Draft overall report, including the country reports as annexes	30.09.20	Reporting
6. Final overall report including the final country reports.		

G. Duty Station

The Consultant will work from their home office. No overseas travel is required for this evaluation due to the COVID-19 pandemic and the travel restrictions.

H. Qualifications, professional experience and key skills

The evaluation will be undertaken by a consultant(s) with the following profile:

Essential:

- Advanced university degree (Masters/PhD) related to monitoring and evaluation, socio-economic competencies, natural resources management, climate change, disaster risk management or related field
- Minimum combined 20 years' experience in Pacific Islands in monitoring and evaluation, interacting with national governments, non-governmental organisations, communities, international organisations, and development partners
- Evidence of conducting similar monitoring and evaluation assignments in Pacific Island countries using remote consultative methods.
- Excellent interpersonal skills and teamwork
- Excellent writing skills
- Strong computer skills
- Excellent English skills

Desirable

- Professional knowledge of the European Commission
- Professional experience with disaster risk management and climate change related matters in the Pacific

I. Proposal evaluation matrix

The technical component, which has a possible total value of 70 points, will be evaluated using the following criteria:

Criteria	Score weight (%)	Points attainable
1. Expert(s) with a minimum Masters or equivalent qualification in: monitoring and evaluation, socio-economic competencies, natural resources management, climate change, disaster risk management or related field evidenced by CVs and clearly showing the number of days to be spent on the project by the expert or by each expert.	25%	17.5
2. Expert(s) to have minimum combined 20 years' experience in Pacific Islands in monitoring and evaluation, supported by examples of three monitoring and evaluation assignments in the Pacific Islands and comparable in scope to this consultancy.	25%	17.5
3. Excellent verbal and written communication skills in English, and short description of three evaluation assignments conducted using remote/virtual consultation methodologies.	25%	17.5
4. Short technical proposal (maximum 2,000 words) outlining the approach to be used to deliver this consultancy, the special skills and experience the expert(s) would bring, and the number of days to be spent on this assignment, by each consultant.	25%	17.5
Total Score	100%	70
Qualification Score	70%	49

This consultancy is funded under a specific project budget and the funding envelope available for this consultancy is **Euros 42,000**. The proposal should clearly state the daily rate and the number of days for each expert.

The lowest financial proposal will be awarded maximum 30 points, and other financial offers and incentives will be awarded points as per the formula below. The formula used for scoring points for financial values proposed will be:

$$\text{Financial Proposal score} = (\text{Lowest Price} / \text{Price under consideration}) \times 30$$

J. Scope of bid price and indicative schedule of payments

The contract price is a lump sum payment that includes all professional fees, administrative and communication costs, and any other costs.

Outputs	Deadline (Date)	% of payment
1. Signed contract and work plan for conducting the consultancy	07.08.20	20%
2. Inception report and methodology	21.08.20	20%
3. List of key questions for each country and list of persons to be interviewed.		
4. Draft report assessing the activities in each of the three countries	11.09.20	20%
5. Draft overall report, including the country reports as annexes	30.09.20	40%
6. Final overall report including the final country reports.		

6.2 Annex 2. Evaluators CV summaries

PREA's team for this evaluation consisted of PREA's lead director and two associates. Summary CV profiles for each team member are included below.

Martin Pritchard – Director and principal consultant at PREA

Phone: +61 403 440 996

Email: martin@prea.com.au

Skype: pritchardmartin

Summary:

- An evaluation and international development consultant with a broad degree of knowledge and experience in sustainability, gender, Water, Hygiene and Sanitation (WASH), climate change adaptation, disaster risk reduction, community development, behaviour change, knowledge sharing, and information and communications technology.
- Disciplined and dedicated to getting the job done according to an agreed plan, with flexibility to adjust to the changing needs of clients.
- Culturally competent with strong technical, written and oral communication skills.

Experience summary:

2012 – current - Associate, Co-founder and Director, Pacific Research & Evaluation Associates, Melbourne, Australia with extensive travel in the South Pacific

PREA provides services across Australia and the Pacific region in monitoring & evaluation, research, project design, proposal writing, training and facilitation, and strategic planning. Clients include Australian and overseas government agencies, not-for-profit organisations, donors and regional development partners. Through PREA, Martin has successfully delivered over 30 projects including multi-sector, multi-country project evaluations.

2009- 2012 Project Manager, National Centre for Sustainability, Swinburne University of Technology, Melbourne, Australia

1997 – 2004, 2007 – 2009 Lead Analyst Programmer - Java J2EE / Mainframe application support, National Australia Bank, Melbourne, Australia

2005- 2006 Australian Youth Ambassador for Development, Tonga Community Development Trust, Tonga

Education

2012 Certificate IV in Training and Assessment, Swinburne and NMIT

2005 Master of Social Science (International Development), RMIT University

2004 Certificate IV Project Management, University of New England

1997 Bachelor of Information Technology, Swinburne University of Technology

2010 Short Course in Carbon Accounting, Swinburne

2007 Permaculture Design Certificate, CERES Environmental Park

Memberships: Australian Evaluation Society, Melbourne Development Circle

Jennie Connolly – Associate at PREA

Phone: +61 411 289 417

Email: jconnolly105@gmail.com

Summary:

- Extensive strategic and operational senior management/executive and board of management experience across a broad range of organisations including public, NGO and private sectors in Australia and/or the international arena.
- Worked successfully with stakeholders from diverse social, cultural and political backgrounds
- Fellow of the Australian Society of Certified Practising Accountants (FCPA)
- Problem solver who focusses on what matters, with a passion for achieving organisational and donor objectives.
- Over 25 years of experience working across numerous sectors and roles in Australia and the Pacific region.

Experience summary:

Feb – Current 2020 Mentor, ABV - BSP Mentoring Program (Samoa focused)

March- Current 2020, Business Consultant, Better Evaluation Ltd

June - July 2019 Monitoring and Evaluation Consultant. ABV Ltd – Australia and New Ireland PNG Based

August 2018-December 2018 Acting Procurement Manager, Cardno Emerging Markets Pty Ltd. (Solomon Islands Resource Facility – SIRF)

January 2018 – April 2018 Acting Operations Manager, Facilities Operations. Cardno Emerging Markets Pty Ltd. (Solomon Islands Resource Facility - SIRF)

November 2017 Advisor: Australian Civilian Corp. Joint Military College Simulation Exercise (JEX3)

December 2016 – present Consultant and Business Advisor

Education

2013 - Certificate IV Training and Assessment, Melbourne

1995 - Master's Degree in Business Studies (Management) - (RMIT)

1980 - Graduate Diploma of Education- GIAE

1977 - Bachelor of Business Studies (Accountancy) – (RMIT)

Gemma Arhurson – Associate at PREA

Phone: +61 431 246 428

Email: gemma.arthurson@gmail.com

Summary:

- Humanitarian and development professional with over 7 years' experience in Australia and internationally.
- Technical background in environmental engineering with additional skills in program design and implementation, monitoring and evaluation and stakeholder management.
- Excellent project manager with skills in reporting, and project budget, resource and milestone management.
- Excellent communicator in technical and non-technical settings to a range of audiences.
- Builds strong relationships to foster collaborative problem solving on complex issues.
- Strategic, big picture thinker who can analyse, learn from results and drive change.

Skills summary: Monitoring and evaluation, project management, stakeholder relationship management, policy and strategy development, written and verbal communication, analytical and conceptual thinking, problem solving.

Experience summary:

Jun 2020 - present - Water, Sanitation and Hygiene (WASH) Consultant, United Nations International, Organization for Migration (IOM), Geneva (Homebased),

IOM is the leading inter-governmental organization in the field of migration. IOM WASH Support Team ensures the delivery of appropriate WASH interventions through coordination with local and

Apr – Jul 2019, Apr – June 2020 - Senior Environmental Audit Officer, Environment Protection Authority, Melbourne, Australia

Aug 2019 – Jan 2020 - Logistics Manager, Médecins Sans Frontieres, Kasese, Uganda,

Apr – Aug 2019 - Co-facilitator, Engineering in Complex Environments, Swinburne Academy, Hawthorn

Feb 2019 - Jul - Facilitator, Unbound, Nepal, Dec 2018 and Vietnam 2018 and Jul 2019 Facilitator, Engineers Without Borders, Samoa

Aug 2017 – Sep 2018 - Project Manager, International Development Assistance GHD Pty Ltd, Melbourne, Australia

May 2016 – May 2017 - Water, Sanitation and Hygiene (WASH) Advisor, Independent Water Schemes Association (IWSA), Samoa.

Education:

- Masters of International Development (Monitoring and Evaluation), RMIT
- Bachelor of Arts (International Studies), RMIT
- Bachelor of Engineering (Environmental), RMIT

6.3 Annex 3. Evaluation Methodology

This section provides details on the methodology used to conduct the evaluation. This section reflects content from an evaluation work plan and inception report approved by SPC that outlined our intended approach.

Evaluation purpose

Reflecting on the evaluation assessment questions outlined in the RFQ documentation, this end of project evaluation of the RENI project will assess:

1. The relevance of the project as determined by alignment with the needs of various stakeholders and existing institutional, national and regional plans and policies.
2. Project effectiveness through a review of the project outputs, outcomes and impact achieved set against what the project set out to achieve, as documented in project plans and other design documentation such as the log frame matrix.
3. Issues and challenges faced, lessons learnt and successes.
4. The likelihood the outputs, outcomes and impact achieved will be sustained.
5. The project's achievements, as well as any unintended impacts, including sensitivity to environmental and gender issues.
6. The efficiency of project to convert resources into desired outputs and outcomes in a timely manner.

The evaluation will provide decision-makers from the EU, SPC, partner countries and regional organisations with an overall independent assessment about the performance and impact of the project, clarify key lessons and practical recommendations for follow-up actions. The results of the evaluation will inform future project design.

The requirements of the evaluation are documented further in section 3.3 Key Evaluation Questions.

Evaluation scope

The evaluation covered project activities and outcomes delivered between the start of Implementation Period, 6th July 2017 and the end of the evaluation data collection period on Monday 19th October 2020. We note that all project-related grant and procurement contracts have been signed by 5th July 2020 and that this should provide exposure to where funds allocated to achieve outputs in the final implementation period have been invested.

Out of scope

Given the evaluation and project timeline, it is likely that some outputs or outcomes achieved between 19th October 2020 and the planned end of the Implementing Period, November 5th 2020 will be out of scope of the evaluation.

Travel to the three participating countries to conduct face-to-face consultations with project and community stakeholders is out of scope for this evaluation due to COVID-19 related travel restrictions.

Key Evaluation Questions

The evaluation will be guided by a number of Key Evaluation Questions (KEQs) that were specified in the Request for Quotation (RFQ). Additional questions were added to respond to the evaluation criteria (See Table on next page), and further questions were included to cover questions outlined in the RFQ Evaluation Report Template.

Evaluation criteria	Evaluation question
Relevance	To what extent is the RENI project consistent with, and supportive of relevant national, regional and international plans, policies and frameworks?
	To what extent is the project aligned with on-going initiatives of SPC, EU, and other partners in the Pacific region which are directly or indirectly related to the project?
	To what extent are partner country drought and development-related problems and social needs addressed by the RENI Project objectives?
Effectiveness	To what extent has the RENI Project achieved the specific objectives and key outputs as defined in the Program log frame matrix from the Delegation Agreement signed on 6th July 2017?
	To what extent did the RENI Project use a multi sectoral, multi stakeholder approach to promote readiness for future El Niño events (Specific Objective - Design/approach)
	The extent to which key individual and community behaviours that support El Niño resilience have been strengthened. (Output 1)
	The extent to which structural measures have contributed to enhancing drought resilience. (Output 2)
	The extent to which institutional, planning and technical measures, at the national/state/community level have supported readiness for future El Niño events. (Output 3)
	To what extent have lessons learnt from previous projects have been considered and applied to the design and delivery of the RENI project?
	To what extent was project management adaptive and proactive in response to unforeseen circumstances?
	To what extent were project activities and outputs produced as per the overall and country project designs and related log frame matrix?
Impact	To what extent has the RENI project enhanced the resilience of the people of FSM, Marshall Islands, and Palau to the shocks and insecurities resulting from extreme El Niño events? [SPC's original question - The degree to which the resilience of the people of FSM, Marshall Islands and Palau has been strengthened to cope with the shocks and insecurities resulting from extreme El Niño events. (Outcome/Goal.)]
	To what extent did RENI outcomes and measures help countries and communities better cope with the recent drought (January to May 2020)?
	The degree to which project activities contribute to economic and social development, poverty reduction, and the sustainable development goals. (Broader longer-term impact)
Efficiency	To what extent does the RENI project demonstrate timely implementation, sound financial management, the delivery of quality outputs and value for money?
Sustainability	To what extent will the project benefits in the targeted sectors and communities be sustainable over the longer term?
Coherence	Have the design and implementation approaches taken by the RENI Project avoided duplication of work and taken advantage of synergies or collaboration opportunities?
EU value added	What value has the RENI Project complemented other EU interventions in the region?
Visibility	To what extent has the RENI Project's communications activities and products helped to inform, educate, raise awareness and increase partner visibility of the project and its activities to relevant stakeholders?
Cross-cutting	To what extent has the project demonstrated sensitivity to environmental and gender issues? [SPC's original question - The extent to which cross cutting issues such as gender and human rights have been integrated into building resilience.]

Evaluation judgements will be made across all of the standard Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria (see Table 8). Additional criteria to measure coherence, the value added by EU involvement and visibility has been added to respond to the evaluation scope specified in the RFQ.

Table 8. Evaluation criteria

Criteria	Description
Relevance (problems and needs)	The extent to which the objectives of the project are consistent with beneficiaries' requirements, country needs, global priorities and partners'/EU's policies, the Framework for Resilient Development in the Pacific, and the Sendai Framework for Disaster Risk Management.
Effectiveness (achievement of purpose)	The effectiveness criterion, concerns how far the project's results were attained, and the project's specific objective(s) achieved, or are expected to be achieved.
Efficiency (sound management and value for money)	The efficiency criterion concerns how well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. Comparison should be made against what was planned.
Impact (achievement of wider effects)	This criterion should assess the project's achievements to date and the likelihood of achieving its intended impacts. It should also assess if any unintended or unexpected impacts have been produced, and if so, how these have affected the overall impact and if impacts to date have been facilitated or constrained by project management. The impact of project activities on cross-cutting issues such as gender should be considered.
Sustainability (likely continuation of achieved results)	This criterion relates to the potential for the overall sustainability of the project beyond project life-time, and should include recommendations for the project sustainability plan, with specific focus on the in-country measures. .
Coherence (mutual reinforcement)	Considering other disaster risk management and climate change activities undertaken by national governments, SPC and other donors, this criterion considers the likeliness that results and impacts will mutually reinforce one another or duplicate/conflict with one another.
EU value added	This criterion relates to the extent to which the project complements other EU interventions in the region.
Visibility	The extent to which the project's communications strategy achieves the desired impact in the beneficiary countries and the region.

Attribution

The evaluation will also endeavour to assess the extent of RENI Project contribution towards national food and water security related objectives. A broader understanding of the country-level contexts within which the project operates will be used to assess potential outcomes or impacts that can be attributed to factors other than the RENI Project.

Evaluation audience

The evaluation's primary audiences are the EUD, SPC and the three country-specific RENI Project teams. The evaluation's secondary audience are the governments of the three participating countries and regional organisations as well as any national and regional development partners.

We envisage that the overall evaluation report will be most relevant to the EUD and SPC. We encourage SPC to share all three country reports with the relevant country-specific RENI Project teams and potentially their respective national governments.

Evaluation approach

The evaluation will be informed by a combination of qualitative and quantitative methods as outlined in Table 9. Where practical, multiple sources of information will be consulted to obtain data. This approach will enable the triangulation of data to increase the quality of the evaluation and reduce the risk of bias introduced by one stakeholder having undue influence on the evaluation findings.

Table 9. Evaluation methods

Qualitative methods	Quantitative methods
Desktop review	Count and where relevant, aggregation of output and outcome data
Stakeholder semi-structured interviews	Comparison of planned versus actual budget and timelines
Evaluation findings reflection meeting with SPC	

The evaluation had planned to engage a local consultant in each country to attempt to have these individuals travel to beneficiary communities to observe outputs and outcomes, and collect stories of change. SPC had the right to reject or approve the nominated consultant put forward by PREA. Consultant availability, the remote location of the beneficiary communities and limited easily accessible local consultants resulted in this activity not being progressed beyond several approaches being made for Yap and RMI and initial engagement with consultants in RMI.

This is a multi-country, multi-sector project evaluation and these factors create additional complexity in data analysis and making evaluative judgements. An evidence matrix will be used to assist in the collation and aggregation of data and information from each country project for each key evaluation question.

The evaluation will be informed by a number of principles including:

1. Participatory evaluation. The evaluation will seek to involve SPC in the development of the evaluation framework, data collection tools and evaluation processes. This will be done to the extent possible given the short and tight timeline.
2. Inclusive. The evaluation will seek to include the views of women, men, young women, young men, the elderly and people with a disability where practical.
3. Gender-sensitive. The evaluation will seek to consider how gendered power relations have a) impacted the project; and b) been impacted by the project. The evaluation will assess how the project has impacted differently upon both men and women.
4. Consensual. All evaluation informants will be informed about the evaluation purpose, process and use of findings. Their informed consent will be required before any evaluation data collection processes, or informed consent of a guardian in the case of anyone under the age of 18.

Evaluation team

PREA's team for this evaluation comprises three people as summarised below with Evaluator CV's supplied in Annex 2.

Name	Project Role
Martin Pritchard, PREA Director	<p>Evaluation project manager and lead consultant. Roles include:</p> <ul style="list-style-type: none"> • Project management, customer service and quality assurance. • Undertake desktop review for overarching project documentation and project documents concerning Palau. • Engage in stakeholder consultation with the EU, RENI project team and Palau stakeholders. • Write the Palau country report. • Lead the writing of the overall evaluation report • Oversee sub-contracting of local national consultants in participating countries and oversee their work. <p>Martin is the primary client contact for all communications, meetings and decision making relating to evaluation project delivery, contract management and administration issues. Evaluation lead consultant for Palau.</p>
Gemma Arthurson, PREA Associate	<p>Evaluation lead consultant for FSM. Roles include:</p> <ul style="list-style-type: none"> • Undertake desktop review of project documents concerning FSM. • Engage in stakeholder consultation with FSM stakeholders. • Write the FSM country report. • Support the writing of the overall evaluation report. <p>Gemma will report to Martin.</p>
Jennie Connolly	<p>Evaluation lead consultant for RMI. Roles include:</p> <ul style="list-style-type: none"> • Undertake desktop review of project documents concerning RMI. • Engage in stakeholder consultation with RMI stakeholders. • Write the RMI country report • Support the writing of the overall evaluation report <p>Jennie will report to Martin.</p>

For FSM and RMI, PREA will attempt to sub-contract one in-country consultant to help facilitate the collection of data from beneficiaries through interviews and story collection. PREA will nominate a suitable consultant if one can be identified. SPC has the right to reject or approve the nominated consultant put forward by PREA. If engaged, PREA will attempt to check the quality of the consultant's work through triangulation of the data provided against data provided by other stakeholders or identified project reports.

Evaluation Reports

The evaluation will draft and finalise three individual country reports and one overall report that covers all three countries and includes the regional activities. The reports will follow the layout as described in Annex II of the RFQ. The report will include a description of the methodology used, followed by structured responses to the evaluation criteria and evaluation questions outlined above. The report will present specific conclusions and recommendations relative to each evaluation question, as well as an overall assessment that summarises major conclusions to be communicated to the Commission.

Evaluation ethics

The evaluation will be conducted following the ethical standards and conduct of the Australasian Evaluation Society.

The evaluation team will be considerate of cultural factors, particularly when engaging with in-country stakeholders during interviews.

Evaluation work plan summary

The following steps outline the action taken to complete the evaluation.

1. Contracting and Work Plan development

After contract signing, Martin from PREA will facilitate a project kick-off meeting with the RENI Project Manager. PREA will draft and finalise a draft Work Plan that outlines the detailed timing of each task required to complete the evaluation.

Outputs: Signed contract and Work Plan

2. Prepare an Inception Report and methodology

After an initial high-level project documentation review, our team will conduct interviews with key project stakeholders (RENI project team, SPC representatives and partners from the European Union – Delegation of the European Union for the Pacific (EUD)) to confirm our evaluation approach, fill gaps and request assistance to identify a list of institutional and community stakeholders (beneficiaries) to consult.

PREA will draft an Inception Report describing the evaluation's objectives and approach. The report will provide a detailed evaluation framework aligned with the evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability, coherence, EU value added and visibility) and accordingly respond to each of the key evaluation questions listed in the RFQ. Sub-questions, data sources and methods for collecting data will be included along with limitations, a sampling strategy for data collection, and a risk management plan. The framework will become the basis for an evidence matrix that will be used by the evaluation team to document relevant data and information from the overall project and each individual country.

Output: Inception Report and methodology

3. Desktop review

After the Inception Report is reviewed and signed-off from the RENI Project Manager, PREA will conduct a thorough desktop review of all relevant project documents and reports provided by SPC, as well as from other sources such as RENI project website statistics, social media insight data, media stories and/or social media posts. Evidence found in documents and other sources will be documented into the evidence matrix to create traceable links between the evidence and findings.

4. Stakeholder consultations

PREA will draft interview guides listing the specific questions to ask each of the key stakeholders. The interview questions which will be informed by the questions and sub-questions in the evaluation framework. Questions may also seek to fill gaps in data identified during the detailed document review. Interview guides will be customised for each stakeholder and context.

PREA will work with the RENI project team to identify key names and contact details for each stakeholder identified. PREA will aim to conduct consultations with the most appropriate staff/beneficiaries that can provide detailed information to answer the evaluation questions.

PREA proposes to sub-contract one in-country consultant in FSM and RMI to help facilitate the collection of data from beneficiaries. This proposed subcontracting will only proceed if both:

- a. PREA can identify and engage a suitable local consultant
- b. SPC has no objections to the proposed sub-consultant. This gives SPC the right to veto PREA's nomination.

We note the remoteness of the islands where project activities were focused in FSM and RMI will prevent face-to-face interviews being conducted by a local consultant. We believe that a local consultant may still provide value through conducting interviews with local beneficiaries via telephone in local/national language. This approach will help overcome participation, access and any unintended cross-cultural communication barriers, and ensure we capture real stories and outcomes from beneficiaries. The consultant may also be able to send polite reminders to national stakeholders to respond to requests for interviews or information. If engaged, PREA will attempt to check the quality of the consultant's work through triangulation of the data provided by the consultant against data provided by other stakeholders or identified in project reports. PREA made attempts at engaging sub-contractors, however, some were not responsive and in other cases, the evaluation timing and COVID-19 travel bans prevented engagement.

PREA's team will contact and schedule remote (telephone, Skype or other communications platforms) interviews with key stakeholders, specifically project implementation staff and a small sample of beneficiaries where this is practical. Interview guides will be sent to stakeholders via email in advance of the interviews. In the event of repeated communications difficulties, contingency measures such as engaging PREA's sub-consultant or a local RENI Project staff member will be considered. As a fallback measure, PREA will request that the stakeholder provide written feedback via email to the questions.

A minimum of 30 stakeholders will be consulted with representatives from across the three participating countries. We note that there may be less willingness from the Palau stakeholders to inform the evaluation given their withdrawal from the RENI project. Summary responses to interview questions will be documented along with quotes that help bring findings to life. Key information from the interviews will be extracted and documented in the evidence matrix.

Output: List of key questions for each country and list of persons to be interviewed.

5. Analysis and preparation of draft evaluation report.

PREA's team will collectively analyse all of the summary qualitative and quantitative data in the evidence matrix before forming an evaluative judgement that responds to the evaluation questions. Following the evaluation framework and guidance provided in the RFQ, PREA will draft three detailed country reports for review by the RENI team. The reports will be finalised after integrating feedback from SPC and the country-specific RENI team. The format and contents of the Country Report will be decided in collaboration with SPC and specified in the Inception Report.

Output: Draft report assessing the activities in each of the three countries.

6. Draft overall evaluation report.

PREA will synthesise the findings from the country reports and incorporate additional data from the RENI Project Team interviews to draft a concise overall evaluation report that includes findings supported by evidence and actionable recommendations linked to findings. The report will follow the outline and guidance provided in the RFQ. All reports will be internally peer reviewed by PREA to increase quality and readability.

Whilst PREA acknowledges its independence and lead role in the evaluation, we propose to present summary findings, review our draft evaluation recommendations and co-create additional recommendations in collaboration with the EUD and the RENI Project team via a facilitated video conference involving screen sharing and virtual whiteboards. This co-creation process will help increase evaluation utilisation and act as a feedback loop to increase both the quality and validity of findings and recommendations.

Output: Draft overall report, including the country reports as annexes.

7. Finalise Reports

The RENI Project team and EUD will be invited to review the draft country reports and overall evaluation report. PREA proposes to host a virtual meeting to discuss feedback before all reports are finalised and submitted to SPC.

Output: Final overall report including the final country reports.

Annex 1. Evaluation Plan

The table below documents the evaluation plan which will guide the project evaluation. The evaluation plan includes some colour coding to highlight specific indicators that have originated from the partner country logframes or where we have identified an additional question or indicator to respond to for that specific country.

Country colour legend: **RMI – Orange**; **FSM – Blue**; **Palau - Green**

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
1	Relevance	To what extent is the RENI project consistent with, and supportive of relevant national, regional and international plans, policies and frameworks?	What links does the program design, objectives or approach have with the regional and international plans, policies and frameworks?	Alignment of RENI project objectives with global priorities and regional policies and frameworks.			RENI project design document Pacific Islands Framework for Action on Climate Change, the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement on the United Nations Framework Convention on Climate Change, Sustainable Development Goals, especially Goal 2: zero hunger, Goal 6: clean water and sanitation and Goal 13: climate action, Framework for Resilient Development in the Pacific
2			How are each of the country-level RENI projects aligned with national priorities, plans and frameworks in related sectors?	Alignment of RENI project objectives with national development and sector specific plans, policies or frameworks.			RENI Project design document Review of relevant national policies, plans and frameworks KII SPC - Micronesia Regional Office
3		To what extent is the project aligned with on-going initiatives of SPC, EU, and other partners in the Pacific region which are directly or indirectly related to the project?	How are the overall RENI project objectives aligned with EU, SPC and partner initiatives in the region?	Alignment of RENI project objectives with EU, SPC and partner initiatives			RENI Project design document Review of related EU, SPC and partner initiatives in the region.
4		To what extent are partner country drought and development-related problems and social needs addressed by the RENI Project objectives?	Were beneficiaries' requirements identified and does each country project respond to the identified requirements/needs?	Alignment of beneficiary needs and project objectives/outputs/outcomes.			RENI Project design documents Country partner PDD & consultation reports

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
5	Effectiveness	To what extent has the RENI Project achieved the specific objectives and key outputs as defined in the Program log frame matrix from the Delegation Agreement signed on 6th July 2017?	Specific Objective: Has the RENI project strengthened the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events	Evidence of RENI-related increased coordination at the national-level in partner country Governments to plan for or respond to El Niño events (joint meetings, cross-Government involvement in planning and response. - Explore shared responsibilities of stakeholders involved in implementation.)	Cost of 2016 drought USD4.9m Institutional Framework Assessment 16-17& surveys	2% reduction 30 National Stakeholders	Project reports Meeting minutes (showing cross-sector Govt representation)
6				Evidence of RENI-related increased readiness for El Niño events at the national and community level		National or community El Niño preparation and response plans exist. ? Prepare Disaster Management Plans for Ailuk, Santo and template for outer islands	Preparation & response plans
7						FSM - 2 Drought preparedness measures developed and publicised using different media formats.	Project reports, website, videos, media
8						RMI – Food security measures developed	Project reports Activities Report, website, videos, media
9						Palau - Water security measures publicised using 2 different media formats.	Project reports
10							
11							
12			Are the national Government, private sector and NGO sector working together to better plan and respond to future El Niño events?	Number of mechanisms to involve the private sector in readiness and resilience building for El Niño events trialled	Capacity assessment of private sector (2017)	1 mechanism per country	Review of private sector suppliers and uptake of measures and supplies for structural activities.
13				FSM – Examples of government, private sector and non- governmental agencies collaborating to enhance water security.		One or more examples of NGO, government and private sector collaboration	Hydrogeological assessment – Gov and PS

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
14				RMI - Number of sectors and NGOs actively involved in RENI design and implementation		3 sectors and 3 NGOs involved in El Niño related event planning or response General Design RMI Report J 19	Applying PLANET Doc 2, see summaries on website for each country Local Government, Mayors and community participants – planning and mayors particularly in design implementation. All involved in Steering Committee 1 and 2. Steering Committee 3 cancelled due to C19.travel restriction
15				Palau - Government and non-governmental agencies collaborate to enhance water security.		One or more examples of NGO and government sector collaboration	Project reports, see summaries on website for each country
16							
17			Has the RENI Project built decision making and governance capacity of vulnerable people in target communities?	Number of women and vulnerable persons with enhanced decision making and governance skills.	Gender stocktakes – SPC 2014-2016; Rights-based assessments – SPC-RRRT; Resilience capacity assessments – SPC-Pact VET 2015-2016.	60 people (20 persons in each country)	Pre and post surveys and interviews Training and workshop reports (p1) Community and Agricultural assessment by private consultant,co-ordinator and SPC staff and government staff Ailuk Santo(p1) 7 trainings for A (plus 3 cancelled) plus 7 comm consults and ag training for Santo
18						FSM - 20 persons in each country	Pre and post surveys and interviews Training and workshop reports
19						RMI - 20 persons in each country	Pre and post surveys and interviews Training and workshop reports
20						Palau - 20 persons in each country	Pre and post surveys and interviews Training and workshop reports

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
21			Has the RENI project promoted a gender sensitive, rights-based approach beyond their use in the target communities?	Number of plans/training modules prepared to expand the behavioural/rights-based/gender sensitive approach to El Niño readiness beyond the target communities.	Institutional framework assessments from ISACC and Climate Ready projects (2016-2017);	1 plan/ training module prepared and delivered to audiences beyond the target communities Discuss with SP-RRRT – they worked with RENI team to design and trial the PLANET checklist which is now being rolled out in other SPC divisions	Documentation of regional events where lessons learned were shared. LL cancelled for Ailuk due to travel restrictions LL scheduled for RMI and FSM in Oct 2020 LL sessions (8) held with EUD and different SPC divisions (6 done to date 2 scheduled for Oct)
22			Has the RENI project increased the water security and/or food security of target communities in times of El Niño -related drought? What extent have key stakeholders perceived project benefits?	FSM - Access to water during El Niño related drought		FSM – Target communities have increased access to potable water for drinking and water for agriculture during times of El Niño -related drought. FSM Yap proper 2020 drought – hydro geo assessment and monitoring input FSM Kapingamarangi 2020 drought – RENI measures ensured emergency water did not have to be shipped to Kapingamarangi	Project reports KII with community leaders Project videos & stories from beneficiaries.
23				RMI - Access to food during El Niño related drought		RMI - Target communities have increased access to local food during times of El Niño -related drought.	Project reports KII with community leaders Project videos & stories from beneficiaries.
24				RMI - Framework for enhanced food security in outer atolls tested		RMI - 1 framework for enhanced food security in place for a test atoll	Food security framework
25				Access to water during El Niño related drought		Palau - Persons in Koror and the southern states of Babeldaob have additional access to water during drought	Project reports KII with community leaders Project videos & stories from beneficiaries.
26			What factors supported the strengthening of institutional capacity and strengthened	Design of the RENI project under the Pro-Resilience Special Measure			Project reports

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
			future El Niño planning within partner countries and SPC? (What worked well?)				Lessons Learnt documents & event reports KII with RENI project team and key national focal points.
27				Scale implications of a sub-regional project (what factors support or inhibit the scaling of structural and institutional measures supported by RENI)			Project reports KII with RENI project team
28				Human resources in partner countries			Project reports KII with RENI project team
29				Management of the project, including financial management, by SPC			Project reports KII with RENI project team
30				Role of partnerships in the delivery of project activities (number of partners, depth of involvement/commitment by partners)			Project reports KII with RENI project team and key national focal points and partners.
31			What factors limited or prevented the strengthening of institutional capacity and strengthened future planning within partner countries and SPC? (What can be improved?)	Design of the RENI project under the Pro-Resilience Special Measure			Project reports Lessons Learnt documents & event reports KII with RENI project team and key national focal points.
32				Scale implications of a sub-regional project			Project reports KII with RENI project team
33				Human resources in partner countries			Project reports KII with RENI project team
34				Management of the project, including financial management, by SPC			Project reports KII with RENI project team
35				Role of partnerships in the delivery of project activities			Project reports

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
							KII with RENI project team and key national focal points and partners.
36		To what extent have lessons learnt from previous projects have been considered and applied to the design and delivery of the RENI project?	What lesson from similar past projects have been applied to the design of the RENI project?	Lessons learnt			Past evaluation reports for similar projects Project design documents
37				Project design considerations that reflect past lessons			Project design documents
38			What lesson from similar past projects have been applied to the implementation of the RENI project?	Lessons learnt		Lessons from GCCA: PSIS and Fais Island Impact assessment	Past evaluation reports for similar projects Project design documents Project reports
39				Project implementation processes or structures that reflect past lessons			Project reports
40				Palau - Recommendations and lessons learnt from the 2015-2016 drought assessment reports implemented and tested.		2 recommendations /lessons learnt applied and assessed.	Lessons learnt documentation (PDD or separate report) Project reports
41		To what extent was project management adaptive and proactive in response to unforeseen circumstances?	Have SPC and RENI country project teams demonstrated a timely adaptive and responsive approach to issues, challenges and risks?	Issues, challenges & risks Response to issues, challenges & risks Response time			Project reports KII with RENI project team
42		To what extent were project activities and outputs produced as per the overall and country project designs and related log frame matrix?					
43			OUTPUT 1. Uptake of key individual and community behaviours that support El Niño resilience				
44			What key individual and community behaviours that support El Niño resilience has the RENI project encouraged and been	Key behaviours identified to strengthen readiness for future El Niño events.		3 key behaviours identified in each participating country FSM and Palau	PDD Research findings

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
			successful in embedding in target communities?			2 key behaviours identified in RMI	Community consultation reports
45				Education and awareness activities designed and implemented to trigger sustainable uptake of the key behaviours.		3 education and awareness activities.	Documentation and impact of education and behavioural change activities (inter-personal, written, visual and video) Training and workshop reports KII with RENI country team
46						All three behaviours are encouraged by one or more proven behaviour change activities using one or more behaviour change tools and techniques in each participating country FSM, Palau	Documentation and impact of education and behavioural change activities (inter-personal, written, visual and video) Project activity reports.
47						All three behaviours encouraged by 3 proven behaviour change activities using one or more behaviour change tools and techniques in RMI	Documentation and impact of education and behavioural change activities (inter-personal, written, visual and video) Training and workshop reports
48				Key behaviours in target communities are changed to strengthen readiness for future El Niño events.		The majority of people in target community demonstrate adoption of the 2 or 3 key behaviours promoted in FSM, RMI, Palau	Stories, videos photos reports demonstrating the changes in behaviour. KII with RENI country team KII Community leader
49				Palauan residents more knowledgeable about minimum one preparedness measure.		Palau - 30% of Palauan residents in target communities familiar with one "new" preparedness measure.	Stories, videos photos reports demonstrating the changes in behaviour. KII Community leader
50				Palau - New water conservation measure adopted by Palauan residents.		Palau - One measure adopted by 5% of Palauan residents	Stories, videos photos reports demonstrating the changes in behaviour KII Community leader
51			Are the behaviours identified likely to result in a meaningful contribution	Anticipated impact of behaviour change			Research of key behaviours See Fais Island Impact assessment

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
			towards readiness for future El Niño events if they are taken up?				
52			Are there any persistent negative or harmful behaviours in target communities that undermine readiness for future El Niño events?	Persistent negative or harmful behaviours of community members			Project reports KII with community leaders
53			Has the RENI project shared lessons learned internally between participating country stakeholders and externally with regional partners? (Output 1.3)	Lessons learned about readiness for future El Niño events shared		1 lesson learnt meeting	Documentation of regional events where lessons learned were shared, national LL meetings (Oct 2020) and sessions with EU and SPC divisions (6 held, 2 to go)
54				RMI - Lessons learnt about applying a behavioural/rights-based/gender sensitive approach to climate and disaster risks projects documented and shared.		1 sharing event	Documentation of regional events where lessons learned were shared.
54 A				# and type of events to share results and lessons.			
55			OUTPUT 2. Local area structural measures to support El Niño resilience building and paying special attention to the rights of women and vulnerable groups in outer islands				
56			What local area structural measures were implemented to support El Niño resilience building? (Output 2.1)	Structural measures designed and implemented for El Niño resilience building		1 structural measure/country	Project reports KII with RENI country team
57				FSM - Environmental Purification System (EPS) for low cost, high quality water introduced to Yap Proper.		FSM - Environmental Purification System (EPS) for low cost, high quality water in Yap Proper installed and operational.	Activity/Project reports, launch event report, photos KII with RENI country team Note this is the activity that will not be completed until the end of December
58				FSM - Community rainwater catchment systems expanded and refurbished (two islands)		FSM - 4 community rainwater catchment systems expanded/refurbished + 3 in Kapingamarangi	Activity/Project reports, photos KII with RENI country team

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
59				FSM – Hydrological assessments (location, benefits, findings, use of findings)			Hydrological assessment reports KII with RENI country team KII National Govt representative
60				FSM - Mechanism in place to share water resources during drought	El Niño Mitigation Plan and water quality reports 2016	FSM - 4 communities sign MOUs to share water resources during drought + 2 EPS communities	Signed MOUs with communities
61				FSM - Community residents contribute to the design of water storage systems	Community experiences during past droughts (collected in consultations 2018)	FSM - 4 community consultations documented	Monthly reports from National Coordinator Consultation reports/meetings
62				RMI - Additional food crops established in Ailuk.		RMI - 2 additional food crops introduced and grown in Ailuk	Activity/Project reports, photos KII with RENI country team
63				RMI - Women's home gardening established in Ailuk and Santo.		RMI - Women's home gardening established in Ailuk with 20 households home gardens (the original target was 40, but this included Santo. Santo reframed to focus on school gardens, thus initial target is halved for Ailuk only)	Activity/Project reports, photos KII with community representative (Mayor)
				2 plant nurseries constructed, one in Ailuk and one in Santo			
64						RMI – One or more school gardens established in Santo	Activity/Project reports, photos KII with community representative (Mayor)
65				RMI - Lessons learnt shared with other northern atolls		1 lessons learnt event with 3 northern atolls	Activity/Project reports, photos Cancelled because of COVID 19 travel restrictions
66				RMI - Rainwater catchment systems in Ailuk enhanced and properly maintained		4 community rainwater catchment systems in Ailuk	Activity/Project reports, photos KII with RENI country team

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
						enhanced and properly maintained	KII with community representative (Mayor) Maintenance training activity report KII with community representative (Mayor)
67				RMI - Water quality improved at the household level		Water quality improved at the household level for 20 households through the use of SODIS. Not through SODIS but through properly installed RWH measures with leaf eaters and first flush diverters. SODIS was removed from scope	
68				Palau - Rolling stock of PPUC to supply water to vulnerable persons during drought increased.		1 water tanker truck that can access vulnerable groups.	Financial records - Invoice/receipt Photo Project report
69				Palau - Capacity of PPUC to maintain Tabecheding water storage system enhanced		2 training sessions with maintenance personnel	Activity/Project reports, photos Maintenance training activity report
70				Palau - Persons in Ngatpang State have improved access to water all year round and especially during drought.		Water storage system constructed at Tabecheding with easy access for residents and persons with disabilities.	Financial records - Invoice/receipt Project reports, launch event report, photos KII with RENI country team
71				Palau - Residents of Ngatpang State contribute to the design of water storage systems.	Consultations conducted by NEMO on disaster risk management pre-2018	2 community consultations documented.	Consultation activity report
71A			What parallel, hands-on activities that complement the structural measures and particularly involve women and vulnerable groups, were designed and implemented? (Output 2.2)	Activities that add to structural measures		Yap Proper: Water conservation activities with Tamil Women's Association RMI: Activity with WUTMI to involve women in 6 northern	

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
						atolls in crop pest assessments and bio-controls RMI: Ailuk Home gardens and health/wellness activities with women RMI – Youth in planting and growing seedlings Ailuk	
71B			2.3 Training in performance monitoring and maintenance of the structural interventions (Output 2.3)	Performance monitoring training events & participation		Relevant here in the findings of the Fais Island Impact assessment. FSM: Maintenance training in Yap Proper and Kapingamarangi (dedicated training missions) FSM: Demonstration (with Physical model) of EPS systems and maintenance requirements Ailuk, RMI: Training in maintenance of water measures. Local community members involved in the construction of Yap Proper RWH, Yap Proper EPS, Kapingamarangi RWH and Ailuk RWH and plant nursery and Santo plant nursery	
72			Have local area/sector plans been revised to include monitoring and maintenance of new/improved physical assets (structural measures)?	Local area/sector plans revised to include monitoring and maintenance		2 local area/sector plans revised Activity replaced in RMI with preparation of Ailuk community disaster management plan and testing with community, and of a model disaster management plan for application in other atolls. FSM: The planned drought management plan was being implemented by another agency, so activity refocused	Project reports Revised/new local area/sector plans for El Niño resilience in relation to food/water sectors.

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
						towards the hydrogeological assessment, monitoring and application	
73				FSM - Capacity of communities to maintain refurbished water systems enhanced		4 communities trained and equipped to maintain RWH water systems in Yap Proper, 2 communities partially trained in EPS systems in Yap Proper (and equipment supplied), and 1 community in RMI (Ailuk) trained	
74			Did structural measures pay special attention to the rights of women and vulnerable groups in outer islands?	-Activities designed and implemented by women and vulnerable groups		3 activities for vulnerable groups – 1 activity per country. FSM Kapingamarangi the water measures focused on (1) the school (youth), (2) the infirmary (sick) and (3) the elderly, and lastly on the community in general. Yap Proper: RWH installed at 2 schools and 1 women's centre RMI Ailuk water measures at the island hospital	Reports on consultations Evaluation and completion reports relating to structural measures.
75				PLANET principles Incorporated			Project consultation / activity reports Discuss with SPC-RRRT
76				PLANET principles followed			Project reports Summaries of how they were followed on the website KII with RENI country team KII with community representative (Mayor)
77			Were the planned or implemented drought preparedness measures promoted in the media?	Publication of stories / articles / visual media by SPC or national/regional press.		2 Drought preparedness measures publicised using different media formats.	Media releases, reports/stories. Videos,
78			OUTUT 3. National measures - institutional, planning and technical – to support readiness for future El Niño events.				

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
79			What national institutional features, and national planning and technical measures were implemented by the RENI project to support resilience for future El Niño events? (Output 3.1)	A multi-sectoral approach to El Niño readiness building initiated and/or strengthened	Existing disaster risk management plans (2016 or before) Existing disaster risk management plans, island development plans, sector and national development plans (2016 or before)	2 multi-sectoral approaches	Project reports KII with RENI project team KII with Government stakeholders from different sectors involved.
80			Has the project included El Niño resilience activities in key sector plans or policies? (Output 3.2)	Sector plans strengthened to build resilience and empower vulnerable groups.	Existing disaster risk management plans, island development plans, sector and national development plans (2016 or before)	2 plans/ policies	Sector plans. Project reports. KII with RENI project team KII with Government stakeholders from different sectors involved.
81			RMI - Has drought readiness been mainstreamed into atoll disaster management plans for RMI Northern Atolls? (Output 3.2)	RMI - Atoll specific disaster management plan prepared applying a gender sensitive/rights-based approach	Plans exist for Majuro, Kwajalein and Ebeye; but o for the other rural northern atolls	RMI - 1 atoll specific plan	Review of existing plans and policies addressing disaster management Community and island development plans
82				RMI - A model plan for disaster management in an atoll prepared applying a gender sensitive/rights-based approach	Zero model plans	RMI - 1 model plan for disaster management.	Project reports Model plan KII with RENI country team
83			Investigate critical information gaps in the natural resources knowledge base and develop tools and undertake technical studies to address the knowledge gaps and support sustainable resource use. (Output 3.3)	Technical tool or study developed/ undertaken to address El Niño-related information gaps in local resource knowledge base in outer islands.		1 tool	Technical tool, study
84				FSM - Knowledge base on underground water resources expanded.	USGS reports on water resources prior to 1993 Reports by University of Guam WERI and other organisations.	FSM_ - 1 Hydro- geological assessment of the Tamil-Gagil Aquifer	Hydrogeological assessments

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
85				FSM - Feasibility of irradiation for solar disinfection assessed in FSM.	Irradiation surveys for Kiribati 2014	FSM - 1 scientific study on irradiation amounts for FSM.	SODIS/Irradiation reports and studies Project reports
86				RMI - Technical study on the feasibility of SODIS in RMI prepared.		RMI - SODIS technical study (Taken out of scope – leave here just to comment on it.)	
87				Palau -Design of water storage systems informed by technical and environmental studies.	Literature review of water resources for Palau	Palau -Hydrological assessments conducted of 2 catchments. 1 environmental assessment conducted.	Hydrological assessment reports Environmental assessment report
88			Were there any unintended positive or negative outcomes or impacts resulting from the RENI Project?	Unintended positive or negative outcomes or consequences			Desktop review of annual reports and country reports. Interviews with SPC, national coordinators and beneficiaries
89	Impact	To what extent has the RENI project enhanced the resilience of the people of FSM, Marshall Islands, and Palau to the shocks and insecurities resulting from extreme El Niño events?	Are the actual or anticipated costs of El Niño response lower in the participating countries as a result of the RENI project?	Cost to address future severe El Niño events in selected sectors and areas. <Alternative: Anticipated change in costs for future El Niño events in selected sectors and areas as a result of RENI outputs and outcomes>	Marshall Islands – cost of drought in 2016 USD 4.9 million.	2% reduction in selected sectors and areas. <Alternative: Reduced cost of El Niño response> Kapingamarangi – no emergency water had to be shipped during the 2020 drought.	Marshall Islands-PDNA (2016) and estimates for FSM & Palau. Reporting on SDGs especially 2, 6, 13. Reporting on Sendai Framework and FRDP priorities. Reporting on national and sector policies & plans. Baseline questionnaires. <Research of anticipated impact and cost of impact and potential avoided cost of impact due to RENI - >
90			Are the negative impacts of El Niño - related drought experienced by target communities lower now than they were before the RENI project?	Community leader/community member perception of recent impacts or potential future impacts.			KII with Community leader KII with RENI project team
91			Has RENI built increased capacity to plan for and respond to El Niño events?	Capacity (institutional, planning, technical) of national stakeholders to address climate and disaster risk strengthened	Institutional framework assessments from ISACC and Climate Ready projects (2016-2017); National Climate Change	Capacity increased for 30 national stakeholders.	Pre and post workshop surveys Training reports KII relevant national Govt. stakeholder KII with RENI project team

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
					Finance Assessments (2012-2016). 2017/18 questionnaire surveys		
92						FSM -30 national stakeholders	Pre and post workshop surveys Training reports KII relevant national Govt. stakeholder
93						RMI – 30 outer island stakeholders	Pre and post workshop surveys Training reports KII relevant national Govt. stakeholder
94						Palau - 30 stakeholders	Pre and post workshop surveys Training reports KII relevant national Govt. stakeholder
95			Considering the short project implementation timeline, has the RENI project contributed towards any positive or negative changes in gender roles or gender relations in the communities targeted?	FSM - Capacity of women to assume leadership roles enhanced		FSM -1 water security activity designed and led by women.	Consultation workshop reports / attendance lists KII Community leader
96				RMI - Capacity of women to assume leadership roles enhanced		1 food security activity designed and led by women	Consultation workshop reports / attendance lists KII Community leader
97				Palau - Capacity of women to assume leadership roles enhanced		1 water security activity designed and led by women.	Consultation workshop reports / attendance lists KII Community leader
98			Has the RENI project contributed towards any positive or negative changes in the environment within communities targeted or the broader national-level?	Changes in the environment or environmental protection in participating countries/communities			Project reports KII Community leader KII relevant national Govt. stakeholder Environmental impact assessment reports and monitoring
99			Considering the short project implementation timeline, has the RENI project contributed towards any positive	Perception poverty experienced in the communities targeted			Project reports KII Community leader

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
			or negative changes in the extent of poverty experienced in the communities targeted?				KII relevant national Govt. stakeholder
100		To what extent did RENI outcomes and measures help countries and communities better cope with the recent drought (January to May 2020)?	Were countries and communities better prepared to copy and respond to the drought? If so, how?	Preparedness measures in place in partner countries/communities Preparedness measures in place in Palau and other FSM states (Chuuk, Kosrae)			KII Community leader KII relevant national Govt. stakeholder KII with RENI country team
101			Were El Niño / drought/food or water security related plans implemented in response to the drought?	Authorisation to implement plan Implementation of plan			Meeting minutes KII Community leader KII relevant national Govt. stakeholder KII with RENI country team
102			Is there evidence that countries and communities suffered fewer negative impacts as a result of being better prepared through RENI-related outputs and outcomes?	Impacts of Jan – May 2020 drought in partner countries/communities (excluding Palau). Impacts of Jan – May 2020 drought in similar non-participating countries (FSM – Chuuk, Kosrae) or Palau (no measures implemented). Perception of reduced impacts as a result of RENI outputs and outcomes.			Media reports KII Community leader KII relevant national Govt. stakeholder KII with RENI country team
		The degree to which the implementation of a sustainable, multi sectoral, multi stakeholder approach to has helped promote readiness for future El Niño events					
		The extent to which key individual and community behaviours that support El Niño resilience have been strengthened.					
		The extent to which cross cutting issues such as gender and human rights have been					

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
		integrated into building resilience.					
		The extent to which structural measures have contributed to enhancing drought resilience.					
		The extent to which institutional, planning and technical measures, at the national/state/community level have supported readiness for future El Niño events.					
		The degree to which project activities contribute to economic and social development, poverty reduction, and the sustainable development goals.					
103	Efficiency	To what extent does the RENI project demonstrate timely implementation, sound financial management, the delivery of quality outputs and value for money?	<p>Were projects implemented in a timely manner as per the project timeline?</p> <p>If not, why not?</p>	# and % of projects running to approved timeline / schedule (+/- 3 months).			<p>Reni Project timeline and project planning documentation</p> <p>Desktop review of annual reports and country reports.</p> <p>KII with RENI project team</p> <p>KII with RENI country team</p>
104				Project planning practices		Work and activity plans updated and actioned.	<p>Work and activity plans</p> <p>KII with RENI project team</p>
105			Was there sufficient project monitoring to inform decision making?	<p>Frequency of project activity reporting</p> <p>Progress and risks included in report</p>			<p>Project monitoring reports</p> <p>KII with RENI project team</p>
106			<p>Were projects delivered within their planned budget allocation?</p> <p>If not, why not?</p>	Actual costs v's planned budget		<p>Projects delivered on or under budget</p> <p>Justification provided for variation from planned costs</p>	<p>Desktop review of annual reports (Finance) and country reports.</p> <p>KII with RENI project team - Finance</p> <p>KII with RENI country team</p>

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
107			Was there sufficient budget to achieve the project objectives				PDD Delegation Agreement Project reports (actual costs) KII with RENI project team KII with EUD KII relevant national Govt. stakeholder
108			What, if any, additional national or regional, cash or in-kind contributions were leveraged by the RENI Project investment?	Cash contributions from partners			Project reports KII with RENI project team - Finance KII with RENI country team KII relevant national Govt. stakeholder
109				In-kind contributions from partners			Project reports KII with RENI project team - Finance KII with RENI country team KII relevant national Govt. stakeholder
110			What factors assisted or inhibited the efficient use of RENI Project funds?				Desktop review of annual reports and country reports and risk plans. KII with RENI project team KII with EUD
111			Did projects make efficient use of human resources (project staff, consultants etc) to implement the project?	Staff hired or contracted to address capacity constraints. Regional / multi-country roles for SPC staff			KII with RENI project team
112			Are project outputs considered to be of a high quality?	Quality design Quality materials Quality construction Quality technical reports			Design documents, photos Technical reports/plans KII with RENI project team KII with RENI country team
113			Is there evidence of good project governance at the overall project and country-project level?	Governance structure		Clear roles and responsibilities including the nomination of an individual(s) who is accountable for the success of the project	Delegation Agreement Project design document KII with RENI project team

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
							KII with EUD
114				Key stakeholder knowledge of project status.		Key stakeholder are kept informed	KII relevant national Govt. stakeholder & partners
115				Number of regular steering committee meetings held		Palau - Minimum 3 meetings/ year of RENI Steering Committee.	Meeting minutes of RENI Steering Committee
116				Number of Technical Working Group meetings held		Palau Regular meetings of Technical Working Group during implementation.	Meeting minutes of the TWG
117			Did countries demonstrate the use of risk management during project implementation? (linked to Good governance)	Use of risk management plans Risk mitigation and contingency measured prepared or implemented		Risk management plans exist and is monitored. Risk mitigation and contingency activities implemented if required.	Desktop review of annual reports and country reports and risk plans. KII with RENI project team KII with RENI country team
118							
119	Sustainability	To what extent will the project benefits in the targeted sectors and communities be sustainable over the longer term?	Have country projects put in place exit strategies that include budgets and maintenance plans?	Exit strategy implementation. Maintenance plans. National / department budgets.		All national projects have resourced exit strategies. All key structural project outputs have maintenance plans that clearly state roles and responsibilities of different parties.	PDD Exit strategy KII with RENI project team KII with RENI country team KII relevant national Govt. stakeholder & partners Sector/Department budgets
120							
121			What enabling factors are in place to increase the likelihood that project outputs and outcomes will be sustained?	Enabling factors Private sector involvement (capacity to maintain/repair/source spare parts) Ownership (see next question) (e.g. project is embedded in or worked through local institutional structures, application of lessons learnt from similar past projects)			Exit strategy KII with RENI project team KII with RENI country team KII relevant national Govt. stakeholder & partners

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
122			Do partner countries and beneficiaries demonstrate national ownership of project outputs?	Evidence of national ownership – financial or in-kind contributions to the project Govt & community staff involvement in implementation Funding committed to maintain or expand.			Project reports Exit strategy KII with RENI project team KII with RENI country team KII relevant national Govt. stakeholder KII Partners Sector/Department budgets
123			Are changed behaviours within target communities likely to be continued after the end of the project? What measures support or hinder their continuation?	Extent and depth of behaviour change within communities Measures in place to support the continued adoption of the key behaviours			KII with RENI Community leader KII with RENI country team PDD & Project reports
124			Have communications products (reports, case studies, guides) been created and made accessible to country partners, regional institutions and donors?	# and type of communications products (by country, overall)		Communications products promoted. Communications products used to inform other work or create change.	Communications products RENI Website KII with RENI project team KII Partners KII with EUD
125	Coherence	Have the design and implementation approaches taken by the RENI Project avoided duplication of work and taken advantage of synergies or collaboration opportunities?	Is there any evidence that RENI Project activities duplicated existing or planned activities of partners and other stakeholders?				KII Partners KII relevant national Govt. stakeholder KII with EUD
126			What evidence is there that the RENI project communicated and coordinated with national stakeholders and development partners to identify synergies and collaboration opportunities?				Stakeholder consultation meeting minutes KII with RENI project team KII Partners KII relevant national Govt. stakeholder KII with EUD
127			Was there evidence that RENI and other partner results and impacts mutually reinforced one another?				KII with RENI project team KII Partners KII relevant national Govt. stakeholder KII with EUD

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
128	EU value added	What value has the RENI Project complemented other EU interventions in the region?	Have country projects complemented or been consistent with on-going initiatives of the EU in the Northern Pacific Region?	Alignment of RENI project objectives and activities with existing EU initiatives. Duplication of RENI project activities with existing EU initiatives.		High degree of alignment for all national projects	Desktop review of SPC, EU and other partner initiatives. KII with EUD
129			Did the RENI project co-ordinate with EU Member States in the region				KII with RENI project team KII with EUD
130			Has EUD involvement added value to the RENI Project? If so, what were the benefits of their contributions?	Level of EUD involvement Benefits from EUD involvement.			Desktop review of Annual reports Interviews with core project team
131			Did the RENI Project add to SPC's multi-disciplinary work?	Level of engagement across SPC's divisions and units			KII with RENI project team KII with SPC teams
132			Did the RENI Project strengthen engagement between SPC and SPC's member countries?	Country stakeholder perception of relationship with SPC			KII relevant national Govt. stakeholder
133	Visibility	To what extent has the RENI Project's communications activities and products helped to inform, educate, raise awareness and increase partner visibility of the project and its activities to relevant stakeholders?	Was the project-wide communication plan developed and implemented?	Communications plan activities implemented		80% of communications activities implemented.	Communications Plan Communications products KII with RENI project team – communications.
134				# communication products (by type)			Communications products KII with RENI project team – communications.
135			What evidence is there that communications products have been shared and utilised?	Estimated reach of key products # of printed communications products distributed # of views/downloads of key outputs			Website & social media statistics KII with RENI project team – communications. Project reports Knowledge sharing event reports.
136			Were communications methods, tools and products tailored to target specific / different audiences (Primary: community members at target sites, wider national audiences, government representatives and elected	Audience perception of communications products		Communication products valued by key stakeholder representing target audiences.	KII Partners KII with RENI project team – communications.

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
			officials, non-governmental, inter-governmental and civil society and faith-based actors; Secondary: International audience, EU States)				
137				Communications product type, distribution channel and language compared to audience needs.		Appropriate communications product type, distribution channel and Language selected for target audience. Innovative communication products or strategies developed	Communications products KII with RENI project team – communications.
138			Were EU, SPC and partner Government brands and logos appropriately recognised and promoted in communications products?	Brand prominence			Communications products KII with RENI project team – communications.
139	Cross-cutting	To what extent has the project demonstrated sensitivity to environmental and gender issues?	Did country projects implement appropriate environmental assessment and management measures for policy and physical structural components of projects?	Environmental Impact Assessment (EIA) Environmental Management System (EMS) Activities from EMS implemented Environment considerations in project design		EIA conducted where appropriate EMS created where required by law or based on EIA. Activities to mitigate environmental risks (from EIA / EMS) implemented Project design modified to respond to environmental issues	PDD EIA EMS KII with RENI project team KII relevant national Govt. stakeholder
140			Has the RENI project contributed towards any positive or negative changes in the environment within communities targeted or the broader national-level? <DUPLICATED IN IMPACTS SECTION>	Changes in the environment or environmental protection in participating countries/communities			Project reports KII Community leader KII relevant national Govt. stakeholder Environmental impact assessment reports and monitoring
141			Were gender issues and a rights-based approach considered during project design and implementation stages? Gender issues refer to social roles, relations and power of men, women,	Gender issues considered		Gender issues considered in the project design. Broad stakeholder engagement demonstrates views from range of vulnerable / marginalised / minority / remote / powerless stakeholders considered.	PDD Project reports KII with SPC teams (RRRT) KII Community leader

#	Criteria	Evaluation question	Monitoring question	Indicators	Baseline	Target	Source & Method
			youth, elders, and geographical groups such as persons living in outer islands.			Resulting project design responds to gender issues raised. Project implementation is inclusive and involves both genders and vulnerable, marginalised, powerless, remote etc (where appropriate).	
142				RMI - Community knowledge around women's rights enhanced		2 Training events conducted.	Training event reports KII Community leader
143			Has the RENI project considered and addressed the needs of the most vulnerable, including youth, elders, persons with disabilities and geographical groups such as persons living in outer islands? If Yes, how?			Vulnerable groups identified in each country/community Needs of each vulnerable group documented Project design and activity reports document how the project has responded to the needs of vulnerable groups One or more needs of vulnerable groups addressed in project design and implementation.	PDD KII KII Community leader KII relevant national Govt. stakeholder KII with RENI project team KII with SPC teams (RRRT)

6.4 Annex 4. Documents reviewed and Bibliography

Approximal 250, websites, videos and related materials were reviewed to inform this evaluation. This annex includes only a list of the main documents reviewed.

SPC'S PROJECT MANAGEMENT AND REGIONAL DOCUMENTS

RENI Project Management:

- European Commission, 2016, 'EUD Commission Decision for RENI', Brussels, 3.11.2016 C(2016) 6843 final
- Delegation agreement (contract) between SPC and EUD, including project logframe (2017)
- RENI Project budget (2017)
- Expenditure verification (audit) of RENI finances (2019)
- Project progress (half-year) and annual reports (2017, 2018, 2019, 2020)
- Communications Plan (2017)
- Fact Sheets x 5
- Media releases x 6
- Communication report summaries (2018, 2019)
- Steering committee minutes and reports (2018, 2019)
- Finance and narrative reports
- SPC lessons learnt workshop presentation and related notes
- Refer Annex 17 for a list of visibility products and videos.
- PLANET Checklist
- SPC Procurement Policy (2017)

FSM specific documents:

- Fais Island impact assessment
- Water security design and consultation reports for Yap and Kapingamarangi
- Hydrogeological Assessment and Monitoring of the Tomil-Gagil Aquifer reports & presentation.
- Applying the PLANET principles in FSM
- Concept note & Project Design Document
- Assessment of the Potential for Solar Disinfection (SODIS) in Kapingamarangi, Pohnpei State, Federated States of Micronesia and in Ailuk Atoll, Republic of the Marshall Islands
- Community consultation reports
- Operation and maintenance of rainwater harvesting systems guide
- Design and Installation of Water Security Measures in Kapingamarangi report

RMI specific documents:

- Applying the PLANET principles in RMI
- RMI Consultation on Human Rights and Gender in Ailuk (2018)
- Agricultural assessment reports
- Agricultural activity reports
- Health & Wellness activity reports

- Concept note & Project Design Document
- Ailuk Atoll Disaster Risk Management Plan
- Ailuk Atoll Disaster Risk Management Template
- Assessment of the Potential for Solar Disinfection (SODIS) in Kapingamarangi, Pohnpei State, Federated States of Micronesia and in Ailuk Atoll, Republic of the Marshall Islands
- Community consultation reports
- National Action Plan For Disaster Risk Management 2008 To 2018

Palau specific documents:

- Tabecheding AVGF System plans
- Concept note & Project Design Document
- Ngatpang community consultation report
- Request for quote and tender documents for Tabecheding AVGF System
- National Preparedness Month reports
- Applying the PLANET principles in Palau
- RENI Water Storage Project Environmental Assessment
- Summary of preliminary feasibility assessment for drought response storages Babeldaob – Tabecheding River and Ngerderar River.
- SOPAC, 2007, 'National Integrated Water Resource Management Diagnostic Report: Palau', SOPAC
- Bureau of Reclamation, 2020, 'Republic of Palau Water Treatment Plants – Preliminary Assessment', U.S. Department of the Interior

Regional documents:

- SPC, 2012, 'Internal Climate Change Engagement Strategy for the Secretariat of the Pacific Community', SPC
- European Commission, 2018, 'Joint declaration by the African, Caribbean and Pacific group of states and the EU on climate change', EC
- SPC, 2016, 'Framework for Resilient Development in the Pacific', SPC

Other documents referred to in the evaluation:

- FAO, 2020, 'Emergency Assistance in Support Of Food Security Recovery Of Drought Affected Communities'
- European Commission, 2018, 'Joint declaration by the African, Caribbean and Pacific group of states and the EU on climate change', EC
- SPC, 2018, 'First Annual Report - Inception Report EU – North Pacific – Readiness For El Niño (RENI) Project', SPC
- SPC, 2019, 'RENI Progress Report January- June 2018', SPC
- SPC, 2020C, 'Sharing Experiences (Lessons Learnt) From the RENI Project', SPC

6.5 Annex 5. Stakeholders interviewed to inform the evaluation

Table 10. List of stakeholders consulted during the evaluation

Contact	Organisation	Position	Country	Gender
Gillian Cambers	Pacific Community (SPC) - Suva Regional Office	RENI Project Manager	Fiji	Female
Swastika Raju	SPC - Suva Regional Office	RENI Project Finance Officer	Fiji	Female
Zhiyad Khan	SPC - Suva Regional Office	RENI Project Communications Officer	Fiji	Male
Fakasao Tofinga	SPC - Suva Regional Office	RENI Project Engineer	Fiji	Male
Lara Studzinski	SPC - Micronesia Regional Office	Director-Micronesia Regional Office	Fiji	Female
Andrew Jones	SPC - Suva Regional Office	Director Geosciences, Energy and Maritime - GEM Division	Fiji	Male
Martin Child	SPC - Suva Regional Office	Senior Human Rights Advisor - RRRT Division	Fiji	Male
Emily Sharp	SPC - Suva Regional Office	Director, Strategy Performance and Learning - SPL	Fiji	Female
Kim Robertson	SPC - Vanuatu Office	Team Leader-Gender Equality and Social Inclusion - SDP	Vanuatu	Female
Adrian Nicolae	Delegation of the European Union for the Pacific	Team Leader, Climate Change, Energy, and Circular Economy	Fiji	Male
Alejandro MATOS LOPEZ	Delegation of the European Union for the Pacific		Fiji	Male
Maurice P. Termeteet	Pacific Community (SPC) based in NEMO	National Coordinator - RENI Project, Palau	Palau	Male
Waymine Towai	National Emergency Management Office	NEMO Coordinator	Palau	Male
Maria Ngemaes	National Emergency Management Office	Meteorologist in charge, NWS, Palau RENI Committee Chair	Palau	Female
Portia.K.Franz	KAMPOR Analytical	Water Quality Lab Technician - Consultant	Palau	Male
Brian Melairei	Public Improvement Project, Bureau of Public Works, Ministry of Public Infrastructure, utilities and Commerce	Director	Palau	Male
Maireng Sengebau	Palau Red Cross Society	Executive Director-Palau Red Cross Society	Palau	Female
Sean Kadannged	SPC - Based within Yap State Environmental Protection Agency	National Coordinator - RENI Project, FSM	Yap State, FSM	Male

Contact	Organisation	Position	Country	Gender
Christina Fillmed	Environmental Protection Agency	Executive Director - EPA	Yap State, FSM	Female
Anastasia Renmog	Environmental Protection Agency	Water Quality Specialist	Yap State, FSM	Female
Debra Laan	Consultant	Gender Consultant - RENI Project	Yap State, FSM	Female
James Lukan	Representative from Dugor Community	Community Representative	Yap State, FSM	Male
Charles Falmeyog	Yap State Public Service Corporation (YSPSC)	Water Treatment Manager	Yap State, FSM	Male
Edgar Lickaneth	Pohnpei State Government	Senator for Kapingamarangi, FSM	Pohnpei State, FSM	Male
Nathan Ulik	Kapingamarangi Municipal Government	Chief Magistrate (Mayor)Kapingamarangi, FSM	Pohnpei State, FSM	Male
Richard Moufa	Adaptation Fund - Micronesia conservation Trust (MCT)	Adaptation Fund Coordinator	Pohnpei State, FSM	Male
Antholino Neth/Tony Neth	Department of Environment, Climate Change & Emergency Management (DECCEM), FSM	Public Assistant Officer	Pohnpei State, FSM	Male
Newton Lajuan	SPC based in MNRC	National Coordinator - RENI Project, RMI	RMI	Male
Daisy Alik-Momotaro	Women United Together in Marshall Islands	Director	RMI	Female
Juliana Rilaang	Women United Together in Marshall Islands	Finance Officer	RMI	Female
Kathryn Relang	SPC – Based in Ministry of Internal Affairs and Culture	Country Focal Officer- Regional Rights Resources Team	RMI	Female
Kamess Kusto	Marshall Islands Organic Farmers Association	Atoll Agriculture consultant, RENI Project	RMI	Male
Mr Timmy Langrine	National Disaster Management Office	Director	RMI	Male
Walter Myazoe, Jr.	Ministry of Natural Resources & Commerce	Deputy Secretary	RMI	Male
Konrad Englberger	Agricultural Consultant	Atoll Agriculture Consultant, RENI Project	FSM	Male
Tanner Smith	Canvasback Wellness Centre	Co-Director	RMI	Male
Kristin Smith	Canvasback Wellness Centre	Co-Director	RMI	Female
Angela Saunders	International Organization for Migration	Disaster Risk Management - Consultant	RMI	Female

6.6 Annex 6. Country Evaluation Reports

6.6.1 *Republic of Marshall Islands RENI Evaluation Report*

The individual country evaluation report for the Republic of Marshall Islands RENI project is available from SPC as an external attachment.

6.6.2 *Federated States of Micronesia RENI Evaluation Report*

The individual country evaluation report for the Federated States of Micronesia RENI project is available from SPC as an external attachment.

6.6.3 *Palau RENI Evaluation Report*

The individual country evaluation report for the Palau RENI project is available from SPC as an external attachment.

6.7 Annex 7. Project alignment

Table 11 below documents the alignment of each country project to national policies, strategies and priority areas.

Table 11: Alignment of project with regional and international policies, plans and frameworks.

Regional and international plans, policies and frameworks	Alignment to the RENI project
Framework for Resilient Development in the Pacific (Pacific Community, Et al., 2016)	<p>Recognises water security and food security sectors as influential in determining resilience to climate change and disaster impacts.</p> <p>Framework 'Goal 3 Strengthened Disaster Preparedness, Response and Recovery, includes actions to improve the capacity of PICT's to prepare for emergencies and disasters. This linked to the RENI activities in terms of building national capacity to prepare for emergencies and disasters; involvement of the private sector in planning; and strengthening community and civil society capacity in all aspects of disaster management, including gender-sensitive disaster preparedness.</p> <p>RENI's multi-stakeholder, multi-sector approach aligns with the Framework's 'all-stakeholder approach'. Consideration of a gender-sensitive/rights-based approach used by RENI is promoted by the Framework. RMI's natural pest and disease management approach is an example of application of eco-system services promoted by the Framework.</p>
Sendai Framework for Disaster Risk Reduction 2015–2030	<p>RENI's focus on building resilience is aligned to the Sendai Framework priority area 4. Enhancing disaster preparedness with specific reference to items such as using a people-centred approach, installing appropriate water-related infrastructure as demonstrated by RENI in RMI and FSM, and planned in Palau. Strengthening policies, plans and practices to promote food security is also one of the Framework's guiding principles which is closely linked to the RMI Project's focus on atoll agriculture.</p>
Paris Agreement to the United Nations Framework Convention on Climate Change	<p>Article 2, item 1b refers to increasing capacity to adapt to climate change impacts. RENI's promotion of drought-resilient crops in RMI aligns well with this. This item also promotes enhancing resilience to climate change impacts and all three RENI projects made progress against this element. The item also refers to low greenhouse gas emissions. RENI also supports this both directly through the way the project was implemented in FSM where low-carbon boat transport options were selected for staff to return to Pohnpei from an outer island, and indirectly through increased water security negating the need for national governments to transport water supplies to remote islands during times of severe drought due to increased outer island water security.</p>

Regional and international plans, policies and frameworks	Alignment to the RENI project
2030 Agenda for Sustainable Development	The RENI project contributed towards progress against five of the Agenda's Sustainable Development Goal (SDGs). SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture, SDG 5: Gender Equity, SDG 3 Good Health and Wellbeing linked to the RMI Health and Wellbeing activities in Ailuk, SDG 6: Clean water and sanitation linked to RMI and RMI projects and indirectly towards, and SDG 13: Climate action (specifically linked to RENI's inclusion of drought-resilient crops in RMI).

6.8 Annex 8. Water storage capacity added

This annex summarises the project's structural measures that resulted in increased water storage capacity to support increased drought resilience.

Table 12. Additional water storage capacity

Country	Description	Gallons	Litres
FSM	Yap Proper	19,500	73,931
FSM	Kapingamarangi	48,494	183,570
FSM	Kapingamarangi additional capacity jointly provided by the Adaptation Fund and RENI.	42,494	160,857
FSM	TOTAL with AF	110,488	418,358
RMI	Ailuk	11,200	42,400
RMI	Santo	1,400	5,300
RMI Total		12,600	47,700
Overall project total		123,088	466,058

The Project went beyond creating additional static water supply. Measures were also put in place to purify/clean water extracted from rivers and underground sourced to create potable water.

Table 13: Estimated additional daily supply of purified water – proposed to be operating Dec 30 2020

Country	Description	Gallons/day	Litres/day
FSM	Yap Proper 2 x EPS units with 2,700 litre tank with a radius of 0.7 m.	813	3,080

Table 14. Estimated additional daily supply of purified water – designed, not installed.

Country	Description	Gallons/day	Litres/day
Palau	6-foot diameter Tabecheding AVGF system designed, but not built.	57,600	217,440

6.9 Annex 9. Activity completion summary

Table 15 below presents a summary of the status of country-specific activities as at the time of project reporting. The advanced stages of planning for EPS installation in FSM has provided the evaluation with sufficient confidence that this activity will be completed prior to the date of submission of the evaluation report. Where activities were rescoped or replaced with alternatives, these are noted in the 'alternatives implemented' column. Activities listed in this column often reflect responses to impacts from COVID-19, measles and dengue outbreaks.

Table 15. Country-project activity status

Country	Completed	Alternatives implemented	Not completed	% completed	Comments
RMI	23	3	4	87%	Acknowledges alternative activities were delivered to replace activities cancelled due to dengue and measles outbreaks and COVID-19 travel and meeting restrictions
FSM	17	3	0	100%	Assumes EPS will be installed by the end of 2020.
Palau	8	0	12	40%	The sub-activities of AVGF system construction which was completed are responsible for the poor completion rate.
TOTAL	48	6	16	77%	

The overarching RENi regional project activities are directly aligned to the country-specific activities listed above. Other regional activities such steering committee meetings, providing communications, finance and administrative support were also successfully provided by the regional RENi Project team.

6.10 Annex 10. Logframe Matrix

The logframe included in the Delegation Agreement between SPC and the EU is reproduced below.

	Intervention logic	Indicators	Baselines (2017)	Targets (2020)	Sources and means of verification	Assumptions
Overall objective: Impact	Overall objective: To enhance the resilience of the people of FSM, Marshall Islands, and Palau to the shocks and insecurities resulting from extreme El Niño events.	<ul style="list-style-type: none"> •Reduction in cost to address future severe El Niño events in selected sectors and areas. •Capacity of national stakeholders to address climate and disaster risk strengthened 	<ul style="list-style-type: none"> •Marshall Islands – cost of drought in 2016 USD 4.9 million. •Institutional framework assessments from ISACC and Climate Ready projects (2016-2017); National Climate Change Finance Assessments (2012-2016). •2017/18 questionnaire surveys 	<ul style="list-style-type: none"> •2% reduction in selected sectors and areas. •30 national stakeholders. 	<ul style="list-style-type: none"> •Marshall Islands-PDNA (2016) and estimates for FSM & Palau. •Reporting on SDGs especially 2, 6, 13. •Reporting on Sendai Framework and FRDP priorities. •Reporting on SPC's development & strategic goals. •Reporting on national and sector policies & plans. •Baseline questionnaires. •Capacity surveys and interviews. •Workshop/training reports and evaluations and impact reports. •Pre and post surveys. •Presentations and media interviews given by national specialists; changes in national job descriptions. 	

Specific objective: Outcome	<p>Specific objective: To strengthen the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events</p>	<ul style="list-style-type: none"> •Number of mechanisms to involve the private sector in readiness and resilience building for El Niño events trialled •Number of women and vulnerable persons with enhanced decision making and governance skills. •Number of plans/training modules prepared to expand the behavioural/rights-based/gender sensitive approach to El Niño readiness beyond the target communities. 	<ul style="list-style-type: none"> •Capacity assessment of private sector (2017) •Gender stocktakes – SPC 2014-2016; Rights-based assessments – SPC-RRRT; Resilience capacity assessments – SPC-PacTVET 2015-2016. •Institutional framework assessments from ISACC and Climate Ready projects (2016-2017); 	<ul style="list-style-type: none"> •1 mechanism •20 persons in each country •1 plan/training module 	<ul style="list-style-type: none"> •Reporting on Sendai Framework priorities •Reporting on national and sector policies & plans •2017 review of private sector suppliers •Monitoring reports on uptake of measures and supplies for structural activities by the private sector •Pre and post surveys and interviews •Training and workshop reports •Documentation of regional events where lessons learned were shared. 	<ul style="list-style-type: none"> •Beneficiary governments and stakeholder groups are committed to taking action to build El Niño resilience and focus on joint activities in outer islands. •Climate change adaptation and disaster risk management remain as high priorities for the countries
-----------------------------	--	---	---	--	---	---

outputs	<p>Output 1: Uptake of key individual and community behaviours that support El Niño resilience strengthened.</p>	<ul style="list-style-type: none"> •Key behaviours identified to strengthen readiness for future El Niño events. •Education and awareness activities designed and implemented to trigger sustainable uptake of the key behaviours. •Lessons learned about readiness for future El Niño events shared 	<ul style="list-style-type: none"> •Community and vulnerability assessments, disaster risk management plans, and island development plans for the selected geographical areas (to be identified in 2017-18) 	<ul style="list-style-type: none"> •3 key behaviours •3 education and awareness activities. •1 lessons learnt meeting. 	<ul style="list-style-type: none"> •Reporting on national and sector policies & plans •Pre and post surveys and interviews •Documentation and impact of education and behavioural change activities (inter-personal, written, visual and video) •Training and workshop reports •Meeting minutes including specific meetings and seminars to share lessons learned •Documentation of regional events where lessons learned were shared •Project reports 	<ul style="list-style-type: none"> •Country beneficiaries are committed to taking action to build El Niño resilience and willing to adopt the behavioural change, gender and rights based approaches
	<p>Output 2: Local area structural measures implemented to support El Niño resilience building and paying special attention to the rights of women and vulnerable groups in outer islands</p>	<ul style="list-style-type: none"> •Structural measures designed and implemented for El Niño resilience building •Activities designed and implemented by women and vulnerable groups •Local area/sector plans revised to include monitoring and maintenance 	<ul style="list-style-type: none"> •Community and vulnerability assessments, and disaster risk management plans, and island development plans for the selected geographical areas (to be identified in 2017-18) 	<ul style="list-style-type: none"> •1 structural measure/country. •3 activities for vulnerable groups •2 local area/sector 	<ul style="list-style-type: none"> •Review assessments of ongoing and past related activities •Reports on consultations •Community plans and island plans •Annual reports from government sectors •Procurement plan •Concept notes and design documents for any structural measures 	<ul style="list-style-type: none"> •Governments and communities willing to proceed with project implementation •Sufficient local resources and skills available to implement and maintain the interventions

				plans revised	<ul style="list-style-type: none"> • Evaluation and completion reports relating to structural measures. • Asset registers and handover reports. • Project reports 	<p>especially in view of the number of other interventions supported by development partners</p> <ul style="list-style-type: none"> • Natural and man-made hazards do not adversely affect project implementation and delivery
	<p>Output 3: National measures -institutional, planning and technical - implemented to support resilience for future El Niño events</p>	<ul style="list-style-type: none"> • A multi-sectoral approach to El Niño readiness building initiated and/or strengthened. • Sector plans strengthened to build resilience and empower vulnerable groups. • Technical tool or study developed/ undertaken to address El Niño-related information gaps in local resource knowledge base in outer islands. 	<ul style="list-style-type: none"> • Existing disaster risk management plans (2016 or before) • Existing disaster risk management plans, island development plans, sector and national development plans (2016 or before) • Scientific and technical literature (2016) 	<ul style="list-style-type: none"> • 2 multi-sectoral approaches • 2 plans/policies • 1 tool 	<ul style="list-style-type: none"> • Desktop review of plans and policies addressing El Niño • Desktop review of physical constraints influencing outer islands' capacity to accommodate severe El Niño events • National policies, plans and budgets • Community and island plans • Annual reports from government sectors • Reports and other evidence showing sector collaboration 	<ul style="list-style-type: none"> • Beneficiary governments, especially the line ministries and island councils, are open to multi-sectoral approaches, and are willing to strengthen policies, plans and budgets where appropriate • Required professional skills and equipment are

					<ul style="list-style-type: none">•Letters of agreement between SPC and country; job descriptions for national coordinators•Project reports	<ul style="list-style-type: none">available within the project timeframe•Further severe El Niño events do not occur during project time frame
--	--	--	--	--	--	--

6.11 Annex 11. Regional RENI Logframe Matrix with results

Table 16 below presents a cut down version of the regional project logframe. The final column presents the assessment made by the evaluation team as to whether the indicator targets set have been achieved. Evidence to support the judgement is also provided. Each indicator and target was assigned a summary assessment rating as follows:

- Target exceeded
- Target achieved
- Target partially achieved
- Not achieved (no progress towards target made)

Overall, two targets were exceeded, five targets were achieved and seventh targets were partially achieved.

Table 16: Regional logframe matrix with results and assessment

Expected result	Indicator and target	Result achieved
Overall objective: To enhance the resilience of the people of FSM, Marshall Islands, and Palau to the shocks and insecurities resulting from extreme El Niño events.	Reduction in cost to address future severe El Niño events in selected sectors and areas 2% reduction in selected sectors and areas.	Potential cost savings of between USD50,000 and USD100,000 achieved in FSM through the delayed need to ship water to Kapingamarangi during the 2019/2020 drought ³² . Water shipments were avoided for approximately six months as a result of increased communal water storage capacity supplied by the RENI Project. The cost of drought relief and drought impact for FSM, specifically Yap State, was not uncovered by the evaluation which prevented a direct judgement as to whether a 2% reduction in costs was achieved. ³³ If the focus of this target was on costs avoided for Kapingamarangi only, then the target would have been met and exceeded. It is less clear at the Yap State level if the savings from avoided drought relief (shipments of water) to Kapingamarangi would have resulted in a 2% reduction at the State-level.

³² Assumes a chartered boat would be required to transport water to Kapingamarangi one to two times within the six month period without additional water storage capacity.

³³ Assumes 'select sector' referred to by the indicator is the water sector

Expected result	Indicator and target	Result achieved
		Target partially achieved. Unable to accurately assess if target was achieved.
	Capacity of national stakeholders to address climate and disaster risk strengthened. 30 national stakeholders.	<p>47 national and state-level participants from FSM, RMI and Palau attended one of two regional RENI steering committee meetings that included capacity building elements in water security, water purification technology, traditional drought response measures and project planning using a gender-sensitive rights-based approach. Smaller numbers of national and state-level stakeholders had their capacity built in-country:</p> <ul style="list-style-type: none"> • RMI – WUTUM and MIOFA delivered workshop in Integrated Pest Management and MIOFA later delivered training in wicking garden beds in Majuro which was attended by mayors and councillors from six outer islands. • FSM – Capacity in water monitoring using data logger built. <p>Capacity building at the community level was also achieved as evidenced through disaster management planning and First Aid training in RMI and learning about EPS technology in FSM.</p> <p>Target exceeded.</p>
Specific objective: To strengthen the implementation of a sustainable, multi sectoral, multi stakeholder approach to readiness for future El Niño events	Number of mechanisms to involve the private sector in readiness and resilience building for El Niño events trialled. 1 mechanism	<p>The private sector, which in the case of RENI included civil society organisations that may also engage in some fee for service work, was engaged through all three RENI country projects via one of four key mechanisms:</p> <ul style="list-style-type: none"> • Consultation during program design • Invited to bid to deliver services funded by RENI • Service delivery of RENI activities • Procurement of small items through local stores <p>Examples of for each country are as follows:</p> <ul style="list-style-type: none"> • RMI & FSM – Private sector were present during initial RENI Project consultation meetings which enabled the private sector to provide any relevant input into project focus areas or to suggest solutions to problems that were identified (SPC, 2019).

Expected result	Indicator and target	Result achieved
		<ul style="list-style-type: none"> • RMI - MIOFA, WUTMI and IOM engaged to deliver program activities. Agricultural consultant contracted to refurbish the nursery in Ailuk and deliver agricultural training and workshops to adults and children. • FSM – Consultant used to liaise with women’s group to support RENI activities. Private boat charter used to ship goods to Kapingamarangi. Local hardware store in FSM used to supply an assortment of materials • Palau – Local consulting firm, KAMPOR Analytical was contracted to undertake an environmental assessment of the proposed Tabecheding water storage facility and five Palauan firms attended pre-bid meetings for the procurement of the proposed AVGF water system with two firms submitting bids. <p>Target exceeded.</p>
	<p>Number of women and vulnerable persons with enhanced decision making and governance skills</p> <p>20 persons in each country</p>	<p>RENI activities enhanced decision making and governance skills of women and vulnerable groups in two of the three participating countries.</p> <p>RMI</p> <p>This indicator was most strongly progressed in RMI where the Ailuk community (35 women, 41 men) benefited from a 1-day good governance and human rights awareness and training. This training raised awareness of existing entrenched discriminatory gender norms.</p> <p>FSM</p> <p>Five women from the Tamil Women’s Association in Yap Proper benefited from training and were supported by a local gender consultant. This training covered topics such as on good governance. In Kapingamarangi, FSM, both men and women from communities were trained in water tank operation and maintenance which provides some foundational knowledge that may assist women contribute towards decision making and management of the water resources.</p>

Expected result	Indicator and target	Result achieved
		<p>Palau</p> <p>An attempt to procure the services of a women's group or consultant to work with women's groups in Palau was unsuccessful and therefore planned activities to compliment the AVGF water system installation and to empower women and people from vulnerable groups to address climate and disaster risk were not delivered.</p> <p>Both the RENI Project team and evaluation note that actual transformational change in gender roles and progress towards gender equity can take generations to achieve and the activities in Ailuk are a small first positive step towards enabling change. Other achievements in applying a gender-sensitive approach will be discussed in Section 4.7.</p> <p>Target partially achieved: Overall decision making and governance skills were increased for five women and people representing vulnerable groups</p>
	<p>Number of plans/training modules prepared to expand the behavioural/rights-based/gender sensitive approach to El Niño readiness beyond the target communities.</p> <p>1 plan/ training module</p>	<p>SPP-RRRT worked with the SPC RENI Project team and country teams to pilot and refine the PLANET (Participation, Link to Rights, Accountability, Non-discrimination, Empowerment and Transforming Social Norms) checklist. Noting the limited 'tick the box' engagement of a checklist, a process was developed and encapsulated in a tool to more critically assess the extent to which PLANET principles were being applied and what more could be done to apply them.</p> <p>The PLANET principles and supporting tool was integrated into SPC's 'People Sensitive Approach' which sits within the Social and Environmental Policy which is applicable to all SPC projects and therefore has application beyond RENI's target communities.</p> <p>Target achieved.</p>
Output 1: Uptake of key individual and community behaviours that support El Niño resilience strengthened.	<p>Key behaviours identified to strengthen readiness for future El Niño events.</p> <p>3 key behaviours</p>	<p>Behaviour change considerations were considered in the design of all three country projects with RMI having the greatest focus in this area in both the design and implementation.</p> <p>RMI</p>

Expected result	Indicator and target	Result achieved
		<p>Key behaviours identified, encouraged and adopted in RMI include:</p> <ul style="list-style-type: none"> • Home gardening (vegetable propagation, composting, mulching) and pest management. 18 Home gardens were established. • Application of natural biological controls to address pest and disease issues in food crops. • Cooking and consuming nutritious food involving locally grown produce. Cooking demonstrations were provided. • Daily exercise. Walking groups established to encourage the behaviour and children encouraged to exercise regularly. • Training children in the identification of native edible foods • Promoting agricultural activities with children <p>Broader health messages about good diet and exercise were promoted to support the adoption of home gardening behaviour to supply the more nutritious food.</p> <p>FSM</p> <p>Behaviours encouraged in FSM included water conservation measures promoted to children through schools with potential flow-on impacts to influence water consumption behaviours at home. It was acknowledged that a greater emphasis could have been placed on demand-side management water conservation behaviours in Kapingamarangi to complement the additional water supply.</p> <p>Palau</p> <p>Palau's RENI Project design included one activity that planned to encourage the 'adoption of water conservation measures', however, despite advertising the opportunity multiple times, there were no applications received to undertake the work. Possible reasons for this are explored in the Palau country report.</p> <p>Target achieved for RMI. Target partly achieved for FSM.</p>

Expected result	Indicator and target	Result achieved
	<p>Education and awareness activities designed and implemented to trigger sustainable uptake of the key behaviours.</p> <p>3 education and awareness activities.</p>	<p>See evidence presented for the above indicator and target</p> <p>Target achieved for RMI. Target partly achieved for FSM.</p>
	<p>Lessons learned about readiness for future El Niño events shared</p> <p>1 lessons learnt meeting.</p>	<p>Lessons learnt from the RENI Project have been shared through fourteen specific workshops led by the SPC RENI Project team with a range of internal and external stakeholders. These workshops form a value component in helping improve the design and implementation of future programs. Importantly, the workshops are preceded by valuable team discussion to identify highlights, challenges and uncover the core lessons.</p> <p>RMI</p> <p>A large 2-week lessons learned activity in Ailuk was planned to bring farmers together from 6 outer islands to take part in agricultural demonstrations. Unfortunately, COVID-19 bans on large meetings prevented the valuable activity from taking place.</p> <p>FSM</p> <p>An impact assessment of water security measures implemented by the Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS) project in Fais Island, Yap State was undertaken and lessons learnt from the impact assessment were used to inform RENI activities.³⁴</p> <p>Target achieved.</p>

³⁴ Key lessons informed the selection of a different water catchment manufacturer for RENI procurement; and a focus on increased community involvement in water system installation to support later operation and maintenance.

Expected result	Indicator and target	Result achieved
<p>Output 2: Local area structural measures implemented to support El Niño resilience building and paying special attention to the rights of women and vulnerable groups in outer islands</p>	<p>Structural measures designed and implemented for El Niño resilience building</p> <p>1 structural measure/country.</p>	<p>Structural measures to increase resilience to future droughts were successfully implemented in RMI and FSM. Planned measures for Palau were designed but not implemented due to the procurement outcome not awarding a winning bidder to complete the work.</p> <p>RMI highlights:</p> <ul style="list-style-type: none"> • Two seedling nurseries constructed. • Eighteen home gardens established using organic gardening principles. New types of vegetable seeds and seedlings distributed. A chipper and rotary hoe provided to support gardening practices along with home gardening tools. • Eight rainwater catchments on Ailuk Atoll were installed providing an additional 11,200 gallons (42,400 litres) of water. • Three Agricultural Extension Officers trained and employed for servicing Ailuk and Santo including ensuring supply of seedlings for replenishing native food supplies <p>FSM highlights:</p> <ul style="list-style-type: none"> • Four community rainwater harvesting systems installed in Yap Proper. • Two new community rainwater harvesting systems were installed in Kapingamarangi and one AF-funded refurbished concrete tank connected to a roof catchment. Overall, the project added an additional 110488 gallons, 418358 litres of water storage capacity across Yap Proper and Kapingamarangi. Catchment design and locations considered the needs of children, women and people with disabilities to ensure convenient access. Special considerations were made for the eldest woman on the island who benefited from piped potable water to her home. • Two Ecological Purification Systems (EPS) designed, materials procured with installation planned in two communities in Yap Proper prior to 31 December 2020.

Expected result	Indicator and target	Result achieved
		<p>Palau</p> <p>AVGF water storage system detailed technical design completed and required permits and permission were secured to install the system. The procurement process for the construction of the AVGF ended without a winning bid being awarded. The planned procurement of a water tanker truck to help facilitate the delivery of water to vulnerable/mobility challenged groups during drought was not progressed due to Palau's withdrawal from the RENI Project.</p> <p>Target partially achieved.</p>
	<p>Activities designed and implemented by women and vulnerable groups</p> <p>3 activities for vulnerable groups</p>	<p>Women's groups successfully designed and implemented water and food-security related activities in RMI and FSM to complement structural measures.</p> <p>RMI</p> <p>WUTMI designed and implemented a baseline assessment for pest control in Ailuk. Bio security training in measures responding to baseline findings for treating pest infestation were delayed due to travel restrictions, but delivered in December 2020.</p> <p>The Wellness centre supported the assessment of health and wellbeing and training in agriculture, nutrition and exercise programs for women</p> <p>FSM</p> <p>Tamil Women's Association in Yap Proper designed and implemented activities promoting water conservation through public events and activities in communities and at the Tamil Elementary School. The activities delivered to school children increased understanding of the importance of water conservation.</p> <p>Palau</p>

Expected result	Indicator and target	Result achieved
		<p>Palau's RENI Project design included one activity that was to be designed and led by women's groups to promote 'parallel measures' supporting water conservation, however, procurement to implement this activity was unsuccessful.</p> <p>Target partially achieved.</p>
	<p>Local area/sector plans revised to include monitoring and maintenance</p> <p>2 local area/sector plans revised</p>	<p>This indicator was progressed the most in RMI where a Disaster Management Plan (DMP) was developed for Ailuk which was later generalised and turned into a Disaster Risk Management Plan template for use in other outer islands in RMI.</p> <p>In FSM, MoUs, were developed with communities benefiting from rainwater catchments to outline their commitment to operation and maintenance activities. An MoU between SPC and Yap State is currently being developed that will formalise agreements where Yap State will collect and share water data captured on water data loggers with SPC and SPC will assist Yap State analyse and make sense of the data to inform improved water management.</p> <p>Target achieved.</p>
Output 3: National measures - institutional, planning and technical - implemented to support resilience for future El Niño events	<p>A multi-sectoral approach to El Niño readiness building initiated and/or strengthened.</p> <p>2 multi-sectoral approaches</p>	<p>There is evidence of the application of a multisectoral approach in all three participating countries as outlined below.</p> <p>RMI</p> <p>RMI's RENI project priority sector was food security. Noting that water security is a foundation to achieve local atoll food security and the water insecurity in Ailuk, water security was adopted as a secondary focus area. Stakeholders from these two sectors (e.g. Ministry of Natural Resources and Commerce (MNRC) and MIOFA) were brought together to assist project planning and play active roles in implementation.</p> <p>FSM</p>

Expected result	Indicator and target	Result achieved
		<p>FSM's project brought together cross-sector stakeholders from the water, environment and meteorology sectors.³⁵</p> <p>Palau</p> <p>Palau's National Emergency Committee representing all key Government ministries and civil society were involved in consultations to identify the RENI project focus area. Members from the committee were selected to form the RENI Project Steering Committee. Implementation arrangements involved collaboration between NEMO, the Bureau of Public Works (BPW) and the Palau Public Utilities Corporation (PPUC).</p> <p>Target achieved</p>
	<p>Sector plans strengthened to build resilience and empower vulnerable groups.</p> <p>2 plans/ policies</p>	<p>The only strong evidence to support achievement of sector plans being strengthened was found in RMI where a Disaster Management Plan (DMP) template was created for use in outer islands.</p> <p>In Yap Proper, FSM, the absence of a drought management plan had been identified as a potential gap, however, the revision of the plan was not progressed as assistance had been obtained from Australian Volunteers International to progress this plan. A hydrogeological study and water monitoring of the Tamil-Gagil aquifer</p> <p>Target partially achieved.</p>
	<p>Technical tool or study developed/ undertaken to address El Niño-related information gaps in local</p>	<p>The RENI Project was very strong in this area. Decisions regarding project structural measures and the location of water-security assets were evidence-based and informed through research and technical studies in all participating countries.</p>

³⁵ Water: Yap State Public Service Corporation (YSPSC), Gagil-Tomil Water Authority (GTWA); Environment (EPA); Meteorology (Weather Service Office (WSO))

Expected result	Indicator and target	Result achieved
	<p>resource knowledge base in outer islands.</p> <p>1 tool</p>	<p>RMI</p> <p>Baseline pest control study undertaken to inform follow-up pest and disease control training using IPM and organic principles. A SODIS technical feasibility study was undertaken and concluded SODIS had potential for success in RMI.</p> <p>FSM</p> <p>SPC GEM conducted a hydrogeological assessment of the Tamil-Gagil aquifer. Results were used to inform water management, planning and identify priority actions to improve water security. Ongoing underground water and rainfall monitoring is taking place. A scientific study conducted on the suitability of Solar Disinfection methods (SODIS) was completed</p> <p>Palau</p> <p>SPC GEM conducted hydrological assessments for the Tabecheding catchment in Ngatpang State and the Ngerderar catchment in Ameliik State informed the selection of Tabecheding catchment as the location for the proposed water storage system.</p> <p>Target achieved.</p>

6.12 Annex 12. Building national capacity

This annex summarises evidence of capacity building to address climate change and disaster at the national and state-level through RENI activities.

Regional RENI Steering Committee meetings

47 attendees from FSM, RMI and Palau at two regional RENI steering committee meetings were exposed to knowledge and skills that built their capacity to address climate change and disaster risk. These are briefly summarised as:

- Cross-island sharing of lived experience of the 2016 drought, including traditional coping mechanisms.
- Learning about water purification technology (EPS and IOM's Sawyer filter, SODIS)
- Learning how to apply a gender-sensitive rights-based approach to program design and implementation
- EU briefings on disaster and climate risk in the North Pacific
- Exploration of 'outer island migration' and links to climate change
- Learning about preparing community disaster risk management plans

A summary of participant numbers is presented below showing the unique number of participants attending. Further details can be found in the two Steering Committee reports.

Country	Participants
FSM	15
RMI	23
Palau	9
Total	47

Specific in-country capacity building at the state/national-level

RMI

A minimum of six outer-island mayors and councillors attended training in Majuro on managing and release predator pests. Additional mayors and councillors attended a training/demonstration on water conservation through the use of wicking garden beds.

FSM

Yap State EPA and water utility staff and the weather service station were trained in groundwater monitoring using data loggers. The RENI Project has allowed these water security stakeholders to work in collaboration by sharing the data and using it to analyse and plan for groundwater levels and use. Whilst it was recognised that the age of the system (including underground pipe leaks) and limited personnel available to implement findings of the hydrogeological assessment, the rational is recognized and stakeholders are more openly communicating as a result of the RENI Project on topics such as daily pump rates.

6.13 Annex 13. Project risk assessment guidelines

The following project risk assessment guidelines could be further developed and used during project concept note and PDD appraisal to rate project risk and take appropriate action if projects are graded above a low risk rating. This kind of risk assessment may be more applicable for shorter, lower value projects with constraints similar to RENI.

Risk factors	Condition	Risk Rating advice
Target community site location	Main or major island serviced by frequent and reliable boat transport.	L
	Remote or outer island serviced by frequent and reliable boat transport.	M
	Remote or outer island that is not serviced by frequent and reliable boat transport.	H
Procurement	Off-the shelf items	L
	Small/simple construction estimated to cost below EUD 50,000	M
	Medium/large construction estimated to cost above EUD 50,000	H
Past experience	Project team has experience implementing this measure in the past 5 years	L
	Project team does not have experience implementing this measure in the past 5 years	M
Solution maturity	Proven technology	L
	Experimental technology	M
Contingency time	Project has more than 3 months of contingency in the timeline	L
	Project has between 1 to 3 months contingency in the timeline	M
	Project has no contingency time	H
Contingency funds	Project has 5% or more contingency funds in the budget	L
	Project has less than 5% contingency funds in the budget	M

Risk Rating Legend

L – Low; M – Medium; H – High

If any one of the risk factors is assessed as above Low risk, then this would trigger the needs for additional contingency planning in the PDD with actionable, costed alternative solutions and triggers to action the contingency solutions put in place.

6.14 Annex 14. Evidence of applying lessons learnt

This annex provides a summary (Table 17) of lessons learnt from past projects that were applied to the RENI Project

Table 17. Lessons learnt and applied to RENI.

Lesson	Application
Country project designs are often overly ambitious making the task of completing implementation within timelines extremely challenging.	Initial project design scope was refined and tightened in all three participating country projects to implement measures in fewer locations.
Quality issue with plastic rainwater catchment from one manufacturer. (Fais, FSM impact evaluation)	Researched and selected an alternative quality tank manufacturer
Importance of community involvement in water system design and installation to build ownership and maintenance skills. (Fais, FSM impact evaluation)	Community members in Kapingamarangi, Yap Proper and Ailuk directly involved in water system installation and operation & maintenance training.
Partner country lead government agencies often lack human resources to support the implementation of additional funded project activities	RENI funded national coordinator positions in all three participating countries.
Partner country capacity to adhere to SPC's finance and procurement rules is often limited causing administrative issues	SPC trained national coordinators in SPC's standard finance and administrative procedures which increased conformity to SPC's required procedures and limited the need for intervention by the SPC RENI team in some, but not all cases.
Country project teams often lack capacity and available time to develop effective communications and visibility products.	SPC resourced a communications officer in the central project RENI Project team to work across all projects and provided some basic training for National Co-ordinators
Effectiveness of design processes involving a concept note, community consultation and detailed project design document.	Repeated successful design processes in RENI.
Ensure early and meaningful community consultation before implementing projects at the community-level	Early and ongoing community consultation featured strongly in two of the three projects.
Use of local languages in communications and knowledge products to ensure key messages are appropriately and respectfully conveyed.	Key communications and relevant knowledge products (e.g. atoll agricultural booklets, Posters, DMP) were developed in local language and English, where appropriate.

Lesson	Application
	SODIS instructions developed in local language (but not needed due to cancellation of that activity).
Need to include large contingencies when implementing projects in outer islands	A 3.3% budget contingency allocation was mandated in RENi.

6.15 Annex 15. Evidence of adaptive management

This annex provides a small selection of evidence of adaptive management responses undertaken by the RENI Project.

Timing	Risk/issue	Adaptive management responses	Country/Project
Inception	Use of EU procurement resulted in delayed implementation of project activities during inception	Proposed and successful approval of use of SPC's procurement policies and procures	Project
Inception	Unsuccessful initial water/agriculture technical/engineering adviser recruitment	Revise position description and readvertise	Project
Implementation	Yap Proper Drought Management Plan for Yap Proper identified as a need in Project Design Document; however removed in November as assistance has been obtained from Australian Volunteers International.	Removed from scope and resources reallocated.	FSM
Implementation	Relative complexity of Palau's structural measure combined with limited budget and tight timeframe exacerbated by delays in design and costing.	An agreement was reached to manage procurement risks that if there is no successful bid that meets the budget and time frame for the Tabecheding water system by 30th September 2019, then Palau would progress a 'Plan B' to purchase alternative water security infrastructure.	Palau
Implementation	RMI Dengue Fever travel ban, Measles outbreak and COVID-19 restrictions prevented some key planned activities occurring: - Farmers Lessons learnt Meeting - WUTMI pest and disease management training - MIOFA follow-up visit Project Engineer supervision of infrastructure	Rescheduled some activities. Put in place alternative replacement activities that could be delivered within the agreed budget and timeframe, withing travel restrictions. (e.g. workshops in Majuro on IPM, wicking garden beds) Virtual training of National Co-ordinator to supervision EPS	RMI

Timing	Risk/issue	Adaptive management responses	Country/Project
		<p>Photos from consultant implementing Water Harvesting in Ailuk</p> <p>Photos from MNRC to review progress of Santo nursery construction</p>	
Implementation	Contract 19 009 was terminated on 21.08.19 due to lack of implementation progress.	Award contract to new consultant with revised scope of services.	FSM
Implementation	Identified that urban people busy in cash economy and have limited time to invest in atoll agriculture.	Refocused activity to establishing a nursery at the school and training the students in atoll agriculture.	RMI
Implementation	In May 2020 the FSM community of Rumuu decided not to have the EPS system in their village as planned and agreed.	An alternative site, Amin, was selected after consultation with community members and this was confirmed in writing.	FSM
Implementation	COVID-19 international travel bans	<p>National Coordinator undertook and facilitated several activities (asset hand-over, community consultation. National lessons learnt workshop facilitated instead of regional Steering Committee.</p> <p>Virtual meetings and discussion with SPC on hydrological assessment findings.</p>	

6.16 Annex 16. Country-level finance data summary

Table 18 presents country-level financial data as 30th June 2020.³⁶ The table shows the percentage of each country's budget allocation and actual expenditure including commitments.

Table 18. Country-level financial data as 30th June 2020

Project Budget	Budget (EUD 000's)	Actual expenditure including commitments (EUD 000's)	Variance – Funds remaining (EUD 000's)	Variance – Funds remaining (%)	Comments
FSM	1,800	1,167	633	35%	100% activities achieved
Palau	1,125	463	662	59%	Main structural measure AVGF not funded
RMI	1,575	1,046	529	34%	87% planned activities or replacement activities delivered
Total	4,500	2,676	1,824	41%	

Summary commentary on each country's finances are presented below

FSM

The budget allocation for FSM was EUD1,800,000 with total direct expenditure after reported commitments of EUD1,156,715 and total expenditure including indirect costs of EUD1,167,583 resulting in under expenditure of EUD632, 416. The most significant area of savings was attributed to the project management budget area where a saving of EUD266,227 was reported whilst noting that is expected that there will be some additional costs associated with ongoing salaries, audit and evaluation costs. Less significant additional underspends were reported against output 1, 2 and indirect costs.

The completion of the majority of the activities with significant expenditure savings is considered to be very positive outcome.

Palau

The budget allocation for Palau was EUD1,125,000 with direct expenditure after reported commitments of EUD425,470 and total expenditure including indirect costs of EUD462,922 resulting in under expenditure of EUD662,077 whilst noting there are still some costs to be allocated as per previous comments. The project delivered foundation activities and outputs however the procurement process for the planned AVGF water system did not award a winning bid to complete work and therefore the implementation could not proceed resulting in an underspend of EUD234,574 on that particular budget line.

RMI

³⁶ Unaudited financial Report from SPC dated 30th June 2020 including some commitments

The budget allocation for RMI was EUD1,575,000 with direct expenditure after reported commitments of EUD993,979 and total expenditure including indirect cost of EUD1,046,222 resulting in an expenditure variance of EUD528,777 noting additional costs related to salaries, evaluation and audit are yet to be allocated. The project team budget section variance amounted to EUD276,778 with other significant variances resulting from the planned two-week Farmers Lessons Learned workshop and the associated visibility activities being cancelled due to travel bans and meeting restrictions associated with COVID-19. Apart from the major farmers lessons learned workshop being cancelled almost all other planned activities were completed or alternative activities substituted. The last two planned visits to Ailuk were also cancelled due to COVID-19 travel restrictions with the oversight of the installation of the water harvesting, water storage for Ailuk and the supervision of the building of the Santo nursery being undertaken by contractors, the MNRC and via electronic communication and photographs.

6.17 Annex 17. Visibility product summary

Table 19 documents a number of project visibility and communication products developed by the RENI Project. The table shows the variety of strategies used to reach different audiences in each country. Table 19 presents a summary of RENI videos produced.

Table 19: Communications tools

Type of communication	Palau	RMI	FSM
Fact sheet	1	1	2
	1		
Posters	0	4	3
Videos	0	5	3
Events	National Preparedness Month activities	0	0
Technical assessment	0	0	Hydrogeological assessment Tamil-Gagil Aquifer SODIS water treatment feasibility assessment
Community booklet/document		Growing Vegetables in Ailuk Atoll, Republic of Marshall Islands Cooking vegetables in RMI Homemade remedies for pest control and identification of major pests and diseases in RMI Disaster Management Plan Ailuk Template for Disaster Management for Outer Islands SODIS information instructions	Operation and maintenance checklists for rainwater harvesting systems
Water bottles, stickers, USBs	Numerous	Numerous	Numerous

Tshirts			
Twitter posts	1 Facebook post	Numerous. On an average a media release is picked up by 15-20 different outlets; a social media post on Twitter is evidenced to get over 1000 impressions and engagement from close to 80 people through retweets and likes; and an article on the SPC newsletter, 'Pacific Progress' reaches 3700 people from across sectors through the SPC subscription list English and French.	
Facebook posts			
Media release – magazines, newspapers, radio		Numerous	
SPC website	Updated regularly with all project documentation and media releases		

Table 20. RENI Video summary

Video title	Website link	Number of views on YouTube.
Experiences from the 2013 and 2016 droughts in the Marshall Islands	https://www.youtube.com/watch?v=ToJNp3mLOpU	455
Outer Island Migration -A Socio-economic or Climate Change Issue or Both?	https://www.youtube.com/watch?v=f_Mm37siQtM	189
Applying our Learning to Integrated Approaches: The RENI Experience	https://www.youtube.com/watch?v=2UHPH_cjFXg&	115
Securing water for the most vulnerable Pacific islanders: Kapingamarangi, FSM	https://www.youtube.com/watch?v=kGtFig5_GWo	2,182 590 for the shorter version
Understanding the unique challenges of water security in the outer islands of the North Pacific	https://www.youtube.com/watch?v=PbEnIXfILKM	291
Communities securing food resources and adopting healthy lifestyles: Marshall Islands	https://www.youtube.com/watch?v=MapVsCKMgGI	3,214

Managing water demand during drought: Yap State, Federated States of Micronesia (posted Nov, 2020)	https://www.youtube.com/watch?v=G2D2xxLNLKo	65
--	---	----

6.18 Annex 18. DAC Evaluation Report Summary

Subject of the Evaluation

The European Union – North Pacific - Readiness for El Niño (RENI) Project was funded by the European Union (EU) under the Pro-Resilience Special Measures through the 11th European Development Fund in response to food insecurity in African, Caribbean and Pacific (ACP) Countries. The Project focused on promoting increased resilience to El Niño enhanced drought through promoting water and food security. The project was implemented by the Pacific Community (SPC) in partnership with government agencies from the three beneficiary Pacific Island Countries (PICs): Republic of Marshall Islands (RMI); Federated States of Micronesia (FSM); and Palau. The project applied a multi sectoral, multi stakeholder approach that was sensitive to gender issues and human rights.

Evaluation Description

Purpose

The purpose of the evaluation was to provide the decision-makers from the EU, SPC, partner countries and regional organisations with an overall independent assessment about the performance and impact of the RENI Project, clarify key lessons and develop practical recommendations.

Methodology

The evaluation relied mostly on qualitative methods including a desktop review and interviews with key stakeholders. Field trips to observe project outputs and meet with beneficiaries were not possible due to COVID-19 related travel bans.

Main Findings

Overall, the evaluation commends the work and outcomes achieved by the RENI project which was implemented within challenging external circumstances.

Outcomes were strongest in the delivery of water-security structural measures in FSM and RMI. An additional 123,088 gallons (466,058 litres) of community-level water storage capacity was added in eight communities spread over four island groups within RMI and FSM. This provided immediate benefits to remote outer island communities and positive impacts were observed during the implementation period through increased water self-sufficiency and avoided costs of drought relief during a drought event in FSM in 2020. A larger scale water filtration system in Palau was designed and required permits obtained, however, the system was not built as the procurement outcome to construct the system resulted in no winning bid being awarded. Palau later withdrew from the RENI Project and this unfortunate event had the greatest negative impact on the project achieving its output and outcome targets.

Reestablishing atoll agriculture in Ailuk, an outer island atoll of RMI was progressed through structural measures (refurbished plant nursery, gardening tools and equipment), capacity building (workshops on organic gardening practices, trained agricultural extension agents) and behaviour change (promotion of healthy diet and lifestyle). Whilst eighteen home gardens were established there was evidence that home gardening practices were not sustained for a variety of reasons.

Capacity to better plan for drought at the national-level was enhanced through training workshops in a variety of topics such as organic pest control and water conservation practices in the agricultural sector. An in-depth hydrological study of the Tamil-Gagil aquifer in Yap State, FSM with ongoing water data monitoring has improved state capacity to manage this water resource during drought periods. A Disaster

Management Plan was developed for Ailuk, RMI and a generic Disaster Management Plan template was created for use in other outer island atolls.

Recommendations

Risk Management:

- Increase scrutiny of PDD Risk Management section to ensure country and project-specific risks are identified and addressed.
- Risk matrices or guidance on completing the Risk Management section of PDDs should highlight the need to include and assess 'Land ownership issues, claims and challenges' as a risk item for all projects where capital works are proposed on land areas.
- Perform project risk assessment and grading on concept notes and PDDs. Projects graded above low risk should be requested to include actionable, costed contingency activities to replace specific activities or components with higher risk ratings. Trigger conditions and trigger assessment points should be documented and added to the timeline.

Improving SPC Internal Processes and Capacity:

- Continue working on internal processes and protocols to normalise and simplify multi-disciplinary work across SPC's teams to enable one project to engage expertise from SPC's different divisions.
- Continue to build the technical and project management capacity within the SPC Micronesian Regional Office to facilitate future Northern Pacific focused projects being managed from that location.
- Future projects to provision funds to undertake impact assessments of relevant activities implemented by previous projects to inform the current project design and implementation.

Improving Procurement Processes:

- In the periodic reviews of its Procurement Policy, SPC should identify what, if any, additional information can be provided to parties with a stake in the outcome, either in confidence or publicly to increase the transparency of their procurement process.
- SPC should seek to involve qualified national stakeholders in the technical review of procurement activities, and to consider inviting one national stakeholder to sit as observer in Procurement Committee meetings.

Behaviour Change

- Improve the design process of the behaviour change measures through the application of behaviour change planning tools.

Donor: European Commission	Region: North Pacific	DAC sector : Food security, Water security
Evaluation type: Efficiency, effectiveness and impact.	Date of report: 12/01/2021	Subject of evaluation : North Pacific – Readiness for El Niño (RENI project)
Language : English	N° vol./pages : 133	Author : Martin Pritchard, Gemma Arthurson, Jennie Connolly
Programme and budget line concerned :		
Type of evaluation : () ex ante (x) intermediate / () ex post ongoing		
Timing : Start date : 7/9/2020 Completion date : 12/1/2021		
Contact person : Martin Pritchard martin@prea.com.au	Authors : Martin Pritchard, Gemma Arthurson, Jennie Connolly	
Cost : Euro 4.5 million	Steering group : Yes	