



# Completion Report

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## **PUBLIC**

Project Number: 49460-001  
Technical Assistance Number: 9181  
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## Strengthening Urban Infrastructure Investment Planning in the Pacific

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## TECHNICAL ASSISTANCE COMPLETION REPORT

<b>TA Number, Country, and Name:</b> TA 9181-REG: Strengthening Urban Infrastructure Investment Planning in the Pacific		<b>Amount Approved:</b> \$700,000	
		<b>Revised Amount:</b> \$2,400,000	
<b>Executing Agency:</b> Asian Development Bank	<b>Source of Funding:</b> Technical Assistance Special Fund (TASF V, TASF 6 and TASF-other sources)	<b>Amount Undisbursed:</b> \$640,679.05	<b>Amount Used:</b> \$1,759,320.95
<b>TA Approval Date:</b> 29 September 2016	<b>TA Signing Date:</b> Not applicable	<b>TA Completion Date</b>	
		<b>Original Date:</b> 31 August 2019	<b>Latest Revised Date:</b> 28 September 2021
		<b>Financial Closing Date:</b> 1 March 2022	<b>Number of Extensions:</b> 2
<b>TA Type:</b> Policy and advisory TA		<b>TA Arrangement:</b> Not applicable	

### Description

About 44% of the Pacific's population, excluding Papua New Guinea, lives in urban areas. The regional policy and advisory technical assistance (TA) was developed to support the implementation of the regional urban agenda in priority Pacific developing member countries (DMCs).<sup>1</sup> The TA provided assistance to Pacific DMCs on a demand-driven basis to better plan and prioritize urban investments that promote the development of inclusive, environmentally-sustainable and economically-competitive urban centers in line with the Asian Development Bank's (ADB) Urban Operational Plan, 2012–2020. The TA financed (i) the development of urban development strategies in target Pacific DMCs, as the basis for identifying priority urban sector investments; and (ii) institutional capacity development, including demand-driven urban technical advice, assessment, and capacity development. Participating DMCs were selected based on need. The TA included Cook Islands, Samoa, and Solomon Islands with potential for scale-up in Nauru, Palau, and Vanuatu.<sup>2</sup>

### Expected Impact, Outcome, and Outputs

The intended TA impact was inclusive and environmentally sustainable growth in Pacific cities and towns. The intended TA outcome was investments to support more sustainable urban development are better planned. The expected TA outputs were: (i) urban development strategies approved and adopted by the target DMC governments, and (ii) capacity development and institutional strengthening for urban planning and project development delivered.<sup>3</sup> The design and monitoring framework (DMF) is in Appendix 1, and the TA cost is in Appendix 2.

### Implementation Arrangements

ADB was the executing agency for the TA. The Pacific Department's Urban, Social Development and Public Management Division led implementation from 2016–2019, and the Pacific Department's Urban Development and Water Division led implementation from 2019–2022. During the life of the TA, four ADB staff variously led the TA implementation and administration from 2016–2022, with the final TA officer administering and implementing the TA for more than 2.5 years. An additional four ADB staff were involved in TA implementation to allow for greater engagement in TA activities and faster disbursement. The TA was demand-driven and activities were implemented with 43 government counterpart agencies in the target Pacific DMCs.

The TA activities were implemented from 29 September 2016 to 28 September 2021, and in 11 Pacific DMCs (Cook Islands, Federated States of Micronesia [FSM], Fiji, Marshall Islands, Nauru, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu), compared to the three target Pacific DMCs that had been identified in the TA paper (Cook Islands, Samoa, and Solomon Islands) and the three planned DMCs for scale-up of activities (Nauru, Palau, and Vanuatu). Implementing agencies included ADB, and finance ministries, sector line ministries, local governments, and water utilities in the Pacific DMCs. A list of government agencies involved in TA activities is in Appendix 3.

The TA had four minor changes in implementation arrangements, some of which were combined with administration memos on minor changes in scope: (i) a minor change was approved on 5 April 2017 to include category 1200: Equipment; (ii) a minor change was approved on 3 July 2018 to increase TA budget by \$800,000 in additional financing, use the same consulting firm for preparing urban development strategies in Solomon Islands and Palau (output 1), and include time-based delivery contracts for specialists; (iii) a minor change was approved on 22 April 2019 to extend the

<sup>1</sup> The regional urban agenda was agreed to by Pacific DMCs during the 2015 Pacific Urban Forum in Nadi, Fiji on 23–27 March 2015.

<sup>2</sup> ADB. 2016. *Technical Assistance for Strengthening Urban Infrastructure Investment Planning in the Pacific*. Manila.

<sup>3</sup> TA impact, outcome, and output 1 remained unchanged. Output 2 reflects the final changes made through a memo requesting a minor change in scope and cancellation of associated surplus funds (dated and approved 8 July 2020).

TA completion date from 31 August 2019 to 31 August 2020; and (iv) a minor change was approved on 2 December 2019 to increase the TA budget by \$1,200,000 in additional financing and extend the TA completion date from 31 August 2020 to 28 September 2021.

As per the TA paper, the consulting services planned included 20 person-months of international and 6 person-months of national consulting services for \$512,000. An international firm was recruited as planned through quality- and cost-based selection (QCBS 90:10) following ADB's *Guidelines on the Use of Consultants* (2013, as amended from time to time) to implement output 1 in Solomon Islands. The firm provided a combination of international and national expertise in the preparation of two urban development strategies through an output-based terms of reference. The same firm assisted in the development of the urban strategy development in Palau, as engagement represented a natural continuation of work on a regional level. In addition, the governments of Palau and Solomon Islands both established a high-level steering committee and sector working groups to lead preparation of an urban development strategy under output 1.

Subsequent TA administration memos did not include estimates of additional consulting services but allocated an additional \$1,900,000 to this category. At TA completion, about 77% of the total amount allocated for consulting services was used (or about 70% before the surplus funds were canceled). Based on the information in the consulting management services, actual consulting services included about 66 person-months of international consulting services, about 13 person-months of national consulting services, and an additional international firm recruited using single source selection (biodata technical proposal) for 1 person-month to support the Water Authority of Fiji in nonrevenue water assessment and workplan development. A total of two firms, 26 individual consultants (international and national), six resource persons, and five service providers were recruited for the TA following ADB's *Guidelines on the Use of Consultants* (2013, as amended from time to time). The volume of consulting services increased with additional TA financing.

While ADB had established a TA monitoring system, it had not been updated regularly. At the time of technical assistance completion report preparation, some TA activity outputs (or reports) were not available, including a complete list of government agencies involved in TA implementation.

The TA paper indicated parallel support from the Cities Development Initiative of Asia (CDIA) in the amount of \$600,000 for priority urban infrastructure investment prefeasibility studies in Samoa and Solomon Islands. However, the support did not materialize. The TA provided prefeasibility and feasibility support in Federated States of Micronesia (FSM), Marshall Islands, and Solomon Islands. Separate transaction TAs supported additional Pacific DMCs in prefeasibility and feasibility studies in Cook Islands, FSM, Kiribati, Solomon Islands, and Vanuatu.<sup>4</sup>

With the total additional financing of \$2,000,000, the TA amount increased to \$2,700,000. At closing, the TA disbursed 66% with a total undisbursed of \$941,000 (or 34% of the total TA amount), of which surplus funds of \$300,000 was canceled on 8 July 2020 and \$641,000 that will be returned as savings. The governments provided in-kind support in the form of counterpart staff time, office accommodation, meeting space, and other in-kind contributions.

### Conduct of Activities

The outcome was achieved, as a project preparatory TA assistance for the Cook Islands Water and Sanitation Project was included in the non-lending pipeline for eleven small Pacific island countries. Two outputs were also achieved, which contributed to the TA outcome. The final DMF was approved on 8 July 2020.

The TA had three minor changes in scope: (i) \$800,000 additional financing approved on 3 July 2018 to scale-up output 1 to provide policy advice and knowledge support to Palau and Vanuatu, and to include a menu of institutional and capacity development activities, including institutional policy development support, participation in urban workshops and forum, twinning with regional experts, peer-to-peer exchange in Palau, Solomon Islands, Tonga, and Vanuatu; (ii) \$1,200,000 additional financing approved on 2 December 2019 to expand output 2 to include demand-driven urban technical advice, assessment, and capacity development, including analytical work and capacity building support in relation to financial management and monitoring, implementation support of project construction contract management, and sustainable operation and maintenance of urban water supply and sanitation infrastructure; and (iii) a minor change approved on 8 July 2020 to remove the regional urban twinning partnership program from TA scope (DMF indicator 2a), and cancel associated surplus funds of \$300,000.

**Output 1: Urban development strategies approved and adopted by the target DMC governments.** The output was achieved based on the output performance indicator, which states at least one additional urban development strategy is prepared among the target DMCs. The 2016 baseline was based on the pre-existing Apia Waterfront Development Plan in Samoa. In Solomon Islands, the Ministry of Lands, Housing and Survey (MLHS) led the preparation of the *Greater Honiara Urban Development Strategy and Action Plan 2035* (GHUDSAP 2035), which was approved and adopted by the Solomon Islands Cabinet on 13 September 2018. Scale-up of output 1 included support to additional Pacific DMCs, including Nauru, Palau, and Vanuatu. The TA supported the Ministry of Finance (MOF) in

<sup>4</sup> Footnote 2; and ADB. 2020. *Pacific Urban Development Investment Project Enhancement and Capacity Development Facility*. Manila.

Palau to lead the preparation of the *Koror-Babeldaob Island Resilient Urban Development Strategy and Action Plan 2030* (KBRUDSAP 2030). This scale-up of output 1 in Palau had been envisioned at TA paper design.<sup>5</sup> Scale up of output 1 activities in other target Pacific DMCs, as envisioned in the TA paper was not supported by this TA but through other means (e.g., project readiness financing in Nauru and transactional TA in Vanuatu). The KBRUDSAP 2030 was approved by the Minister of Finance on 2 December 2020. While the DMF indicators only expected at least one strategy to be developed with additional financing, the TA resulted in two such strategies—one in Solomon Islands and one in Palau.

**Output 2: Capacity development and institutional strengthening for urban planning and project development delivered.** The output was achieved based on the performance indicator, which states that urban technical advice, assessment, or capacity development activities provided to at least three executing and/or implementing agencies in Pacific DMCs. Additional government agencies were supported by the TA through demand-driven urban technical advice, assessment, and capacity development. The corresponding activities with milestones indicate that executing and/or implementing agencies will be identified and activities will be delivered. The original TA output was limited in scope (i.e., twinning partnership program) and was expanded to include different types of capacity development and institutional strengthening support. The twinning partnership program was subsequently removed from the TA in 2020 due to the slow implementation progress, time needed to identify recipient councils which are ready to be twinned with mentor agencies, and ongoing travel restrictions brought about by the COVID-19 pandemic. The TA, nevertheless, provided support to 43 government agencies, some of whom are either executing and/or implementing agencies in ADB projects (Appendix 3).

Based on the approved memos and review of the terms of reference for consulting services, the TA support for output 2 activities was provided to government agencies in the following areas: (i) spatial planning and geographical information systems (Palau, Solomon Islands and Vanuatu); (ii) government participation from Solomon Islands and Vanuatu at the Fifth Urban Forum in Nadi, Fiji in 2019 (three staff, of which two were women); (iii) project preparation support in FSM, Marshall Islands, Nauru, Solomon Islands, and Vanuatu (e.g., preparation of feasibility studies, safeguard planning documents, gender, social and poverty assessments, technical and safeguard due diligence, and strategic procurement plans; establishment of a project steering committee for the Nauru Sustainable Urban Development Project; development of an approach for preparing the Honiara Sustainable Solid Waste Management Project; preparations and strengthening of terms of references; and support and preparation for institutional documents for a new water department in Vanuatu); (iv) consultations and communications strategy in FSM, Marshall Islands, and regionally, to support TA on Strengthening WASH Practices and Hygiene Behavioral Change in the Pacific;<sup>6</sup> (v) technical reports (e.g., preparation of the national water resources management and sanitation policy in Fiji, benchmarking of three Pacific DMC water utilities in Cook Islands, Solomon Islands, and Vanuatu, a paper on waterborne diseases and nexus with access to safe water and improved sanitation, a paper on the economic impact of solid waste management); (vi) project implementation support (e.g., procurement support, tariff review and development and implementation of a new tariff framework, and financial management assessments in Solomon Islands, and nonrevenue water analysis in Fiji); and (vii) emerging areas for TA support (e.g., building codes review in Fiji, street addressing study in Palau, and stocktaking report on solid waste management in Tuvalu).

In addition, the TA supported the implementation of regional knowledge and support TA on *Strengthening WASH Practices and Hygiene Behavioral Change in the Pacific* (footnote 6), which is presently being implemented in 14 Pacific DMCs. Two consultants were recruited to work regionally, and in Samoa, Solomon Islands, and Vanuatu. In Samoa, for instance, one of the consultants supported the recruitment of a national consultant and provided advice to the Ministry of Natural Resources and Environment in updating the national WASH communication strategy. In Vanuatu, the other consultants prepared a city-wide inclusive sanitation diagnostic for the proposed Luganville Urban Water Supply and Sanitation Project.

Some TA activities under output 2 complemented TA output 1 activities, while others complemented project readiness financing (PRF) in FSM, Marshall Islands, Nauru, Solomon Islands, and Vanuatu; a transaction technical assistance facility; and a regional technical assistance.<sup>7</sup>

<sup>5</sup> An individual international consultant was recruited under Output 2 to support the preparation of the urban development strategies in spatial planning and geographic information system (GIS) under Output 1. The same consultant provided policy advice and knowledge support to Ministry of Internal Affairs in Vanuatu on the preparation of the Greater Port Vila Urban Resilient Urban Development Strategy and Action Plan 2030, supported by TA 9347-REG (ADB. 2017. *Technical Assistance for Pacific Urban Development Investment Planning and Capacity Development Facility*. Manila). A service provider supported ADB and the Government of Palau in copyediting the final strategy for publication and public disclosure.

<sup>6</sup> ADB. 2020. *Technical Assistance for Strengthening WASH Practices and Hygiene Behavioral Change in the Pacific*. Manila.

<sup>7</sup> ADB. 2019. *Project Readiness Financing Report: Preparing the Chuuk Water Supply and Sanitation Project in the Federated States of Micronesia*. Manila; ADB. 2019. *Project Readiness Financing Report: Preparing the Urban*

### Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The TA is rated <i>relevant</i> . The TA continued to have relevance and was aligned with ADB's Strategy 2030, focusing on OP4: Making Cities More Livable; the Pacific Approach 2021–2025; the Fiji Country Partnership Strategy; and the United Nations Sustainable Development Goals. <sup>8</sup> The intended TA outcome achieved and remained unchanged during TA implementation. The TA design was appropriate and corresponded to the TA type at approval (policy and advisory TA). The additional TA funds were also relevant, although the results chain could have been improved during implementation to better capture all activities during implementation (e.g., additional outcome and output performance indicators).	Relevant
Effectiveness	The TA is rated <i>effective</i> . The intended TA outcome and both outputs were achieved, which included (i) approval of an urban development strategy and action plan in Honiara, Solomon Islands, and (ii) urban technical advice, assessment, and capacity development support to more than three executing and/or implementing agencies in Pacific DMCs. An increase in TA amount by \$2,000,000 expanded the TA scope and implementation arrangements. While the TA outcome and output 1 remained unchanged, output 2 was changed from focusing solely on a regional urban twinning program to including an expanded capacity development program. The regional urban twinning program was subsequently removed from the TA scope through a change memo approved on 8 July 2020. The DMF was revised and \$300,000 in TA funds associated with developing and implementing the regional twinning program was canceled. In addition, the results chain could have been updated more frequently to reflect the additional TA activities, changes in TA demand, and slow implementation progress during the COVID-19 pandemic.	Effective
Efficiency	The TA is rated <i>less than efficient</i> . The TA amount increased from \$700,000 to \$2,700,000, which required more time for TA implementation and additional ADB staff resources to engage in TA activities and accelerate disbursement. While outcome and outputs were achieved within the budget, there was an overestimation of financial needs. Fund utilization was 66%. A total of \$941,000 (or 34% of the total TA amount of \$2,700,000) will be returned as savings and includes canceled surplus fund. In July 2020, the TA canceled \$300,000 for output 2 activities on a regional twinning program that was not implemented. At TA completion, savings are estimated at \$641,000 (or 26.7% of the revised TA amount of \$2,400,000). In addition, TA administration would have benefited from greater coordination and better communication amongst ADB staff. Some changes in procurement, for instance, had not been approved (e.g., the use of resource persons and service providers, or single source selection for the firm in Fiji). The TA, nevertheless, generated socioeconomic benefits, as it contributed to: (i) improving strategic urban planning and infrastructure prioritization, and (ii) strengthening stakeholders' institutional capacity and governance.	Less than efficient
<b>Overall Assessment</b>	Overall, the TA was <i>successful</i> , based on the assessment of each of the above criteria and following ADB Project Administration Instructions 6.08 and the methodology in IED's <i>Technical Assistance Completion Report Validation Guidelines</i> . <sup>9</sup> The overall performance rating was determined using a compounded (weighted) score based on relevance, effectiveness, and efficiency ratings (Appendix 4).	Successful

*Service Improvements Projects in the Republic of the Marshall Islands*. Manila; ADB. 2019. *Project Readiness Financing Report: Luganville Urban Water Supply and Sanitation Project in the Republic of Vanuatu*. Manila; ADB. 2022. *Project Readiness Financing Report: Preparing the Honiara Sustainable Solid Waste Management Project in Solomon Islands*. Manila; ADB. 2022. *Project Readiness Financing Report: Preparing the Nauru Sustainable Urban Development Project in Nauru*. Manila; ADB. 2017. *Technical Assistance for Pacific Urban Development Investment Planning and Capacity Development Facility*. Manila; and ADB. 2020. *Technical Assistance for Strengthening WASH Practices and Hygiene Behavioral Change in the Pacific*. Manila.

<sup>8</sup> ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila; ADB. 2019. *Strategy 2030 Operational Plan for Priority 4: Making Cities More Livable, 2019–2024*. Manila; ADB. 2021. *Pacific Approach, 2021–2025*. Manila; ADB. 2019. *Fiji: Country Partnership Strategy, 2019–2023*. Manila; and United Nations. [United Nations Sustainable Development Goals](#).

<sup>9</sup> ADB. 2019. *Technical Assistance Completion Report. Project Administration Instructions*. PAI 6.08. Manila; and Independent Evaluation Department. 2020. *Technical Assistance Completion Report Validation Guidelines*. Manila.



Criterion	Assessment	Rating
<b>Sustainability</b>	The TA is likely sustainable based on available TA deliverables, as the results are already being built on by Pacific governments, ADB, and partners. Following on from the output 1 urban development strategies in Palau and Solomon Islands, urban projects are being developed through TA and PRFs and are reflected in the two country pipelines. Activities under output 2 have also contributed to ADB's closer engagement in the urban sector in FSM, Marshall Islands, and Nauru, and enabled continued engagement in Palau, Solomon Islands, and Vanuatu. <sup>10</sup> TA support also complemented work under a regional technical assistance. <sup>11</sup>	Likely sustainable

### Lessons Learned and Recommendations

Design and/or planning	While the TA design continued to remain relevant, the TA could have maximized TA life at the onset if the intent was to add TA funds and expand activities. The TA also could have included different knowledge sharing opportunities given the diverse nature of support provided to address the distinct vulnerabilities and characteristics that Pacific DMCs experience (e.g., climate change, disasters caused by natural hazards, limited capacity, weak institutions, and limited urban planning). In addition, the DMF could have been updated to improve the consistency of the TA with annual country operations and business plans for the eleven small Pacific island countries, and Fiji. This may have flagged a need to include additional outcome performance indicators to capture the broad scope and scale of activities supported.
Implementation and/or delivery	An increase in TA amount expanded the scope of the TA, including the nature of activities and regional coverage. There was a need to clearly update the DMF indicators when additional financing is added. Moreover, the TA subsequently involved several ADB staff in TA implementation, which required greater coordination and better communication around TA administration. Recruiting a TA coordinator could have helped improve overall TA administration through regular (i) tracking of TA activities against the DMF and implementation arrangements, (ii) updating of the TA monitoring system; and (iii) reviewing the rate of fund commitment and disbursement at key milestones (e.g., midterm review). A TA monitoring system that was updated regularly might have included: government requests for TA assistance, names of participating government agencies, list of TA reports, estimated government counterpart in-kind contribution, and number of people who completed capacity development programs and trainings (disaggregated by Pacific DMC and sex). In addition, periodic TA reviews also could have determined need for adjustment in TA scope and implementation arrangements to better understand the rate of likely disbursement of funds, government demand, and affect the COVID-19 pandemic would have on TA fund utilization.
Management of staff and consultants	Administration of a large regional TA where several staff are involved in technical implementation requires greater coordination to ensure the DMF is updated regularly and better communication to facilitate flows of information among those administering the TA with those implementing it. This would also assist in the timely disclosure of TA deliverables produced by consultants.
Knowledge building	While subregional knowledge sharing was not a stated intent of the TA, in practice, this was done by government officials who participated in the Pacific Urban Forum, by consultants who provided TA services on a regional level, and TA reports that were disclosed on ADB TA website and government website. <sup>12</sup> There was potential for the TA to leverage its regional nature and support more opportunities for knowledge building, including the regional twinning program. The COVID-19 pandemic caused travel restrictions that hampered efforts to share knowledge regionally.
Stakeholder participation	Implementation of TA activities in urban centers requires a multi-stakeholder approach, as urban centers engage with several sector agencies and stakeholders. Output 1 relied heavily on stakeholder engagement and participation during the preparation of the urban development strategies, which was affected by the COVID-19 pandemic as countries faced lock-down and workshops and forums had to switch to a virtual format. Despite the challenges, the governments of Solomon Islands approved and adopted respective strategies. Based on the available information, consultants recruited under output 2 also adapted and switched to a virtual online format during the pandemic to be able to reach stakeholders and target audiences.
Partnership and cofinancing	The proposed parallel support from CDIA in the amount of \$600,000 in support for priority urban infrastructure investment prefeasibility studies did not materialize. ADB and CDIA conducted a

<sup>10</sup> PRFs for Nauru and Solomon Islands are listed in footnote 7; ADB. [Republic of the Marshall Islands: Ebeye Solid Waste Management Project](#); ADB. 2020. *Additional Financing: Ebeye Water Supply and Sanitation Project*. Manila; and ADB. [Federated States of Micronesia: Chuuk Water Supply and Sanitation Project](#).

<sup>11</sup> PRF listed for Vanuatu and the regional TA on strengthening WASH practices in footnote 7.

<sup>12</sup> [Palau Government](#).

	scoping mission to Apia from 6–9 March 2017, where there was limited support for further urban investments in Apia, as future investments focused on rural and peri-urban areas. Parallel financing support should be secured prior to TA approval to manage government and ADB expectations.
Replication and/or scaling up	It is recommended that future TAs in the urban sector that involve several ADB staff in implementation bring on adequate administrative resources to help coordinate the TA activities. The potential for further replication and scale-up of activities was evident by the significant amount of TA savings at completion. Greater coordination and better communication was needed among staff that administered the TA and those that implemented it. In addition, TA funds could have been fully utilized by identifying additional or new areas for replication and/or scaling up.

#### Follow-up Actions

A new transaction TA facility on Pacific Urban Development Investment Project Enhancement and Capacity Development Facility was approved in April 2020 for \$1,500,000, which provides Pacific DMCs with capacity building, policy advice, and project preparation support for a series of ensuing projects. It includes similar types of TA activities in capacity development support. However, a new knowledge and support TA could help support additional Pacific DMCs prepare and develop urban development strategies for new urban centers thereby providing targeted upstream support for future pipeline development and development partner coordination. A phase 2 of this type of TA would coordinate with the ongoing regional knowledge and support TA on *Support to Climate Resilient Investment Pathways in the Pacific*,<sup>13</sup> which aims to develop capital investment plans for resilient infrastructure and services. In addition, it is recommended that the final TA deliverables, particularly those that are studies, be disclosed on the ADB TA website to facilitate continued knowledge sharing.

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<sup>13</sup> ADB. 2020. *Technical Assistance for Support to Climate Resilient Investment Pathways in the Pacific*. Manila.

## DESIGN AND MONITORING FRAMEWORK

<b>Impact:</b> Inclusive and environmentally sustainable growth in Pacific cities and towns (ADB's Interim Pacific Approach, 2015); ADB Urban Operational Plan, 2012–2020; ADB Strategy 2020; ADB Midterm Review of Strategy 2020). <sup>a</sup>		
Results Chain	Performance Indicators with Targets and Baselines	Achievements
<b>Outcome</b>  Investment to support more sustainable urban development are better planned	By 2021:  Project preparatory TA assistance for at least 1 priority urban development project amongst target DMCs is included in a COBP non-lending pipeline (2016 Baseline: 0)	<b>Achieved</b> (Actual = 1). A project preparatory TA for a priority urban development project amongst the target DMCs was included in a COBP non-lending pipeline. <sup>b</sup>  COO Water and Sanitation Project was included in the 2020 PIC-11 2020-2022 COBP pipeline. <sup>c</sup>
<b>Outputs</b>  1. Urban development strategies approved and adopted by the target DMC governments          2. Capacity development and institutional strengthening for urban planning and project development delivered	By 2021  1a. At least 1 additional urban development strategy is prepared among the target DMCs (2016 baseline: 1)          2a. Urban technical advice, assessment, or capacity development activities provided to at least 3 executing and/or implementing agencies in Pacific DMCs (2019 baseline: not applicable)	1a. <b>Achieved</b> (Actual = 1 additional urban development strategy is prepared amongst the target DMCs). <sup>d</sup>  <ul style="list-style-type: none"> <li><u>Baseline</u>: Samoa: Apia Waterfront Development Plan (TA paper).</li> <li><u>Additional</u>: Solomon Islands: Greater Honiara Urban Development Strategy and Action Plan 2035,<sup>e</sup> approved by Cabinet 13 September 2018 (approval on file).</li> </ul> 2a. <b>Achieved</b> (Actual = at least 43)  Urban technical advice and capacity development activities may have been provided to 43 government agencies (see Appendix 3). <sup>f</sup>  Additional government agencies may have been involved as two consultants supported TA 6551-REG: Strengthening WASH Practices and Hygiene Behavioral Change in the Pacific, which is currently being implemented in 14 Pacific DMCs.
<b>Actual Key Activities with Milestones</b>		
<b>1. Urban development strategies approved and adopted by the target DMC governments</b>		
1.1 Consultants are recruited and mobilized to prepare an urban development strategy for the Greater Honiara Area on 16 January 2017 (Source: CMS contract)		
1.2 The Greater Honiara Area urban development strategy is prepared and endorsed by the government by 13 September 2018 (approval on file)		
1.3 An activity completion report, including recommendations on next steps toward implementing the strategy, is prepared as part of the final Greater Honiara Area urban development strategy, which was endorsed by government on 13 September 2018.		
<b>2. Capacity development and institutional strengthening for urban planning and project development delivered</b>		
2.1 Identify executing and/or implementing agencies to be supported and deliver capacity-building and institutional-strengthening activities (November 2019–September 2021).		

**Actual Inputs**

Asian Development Bank: \$1,759,320.95

Government: \$100,000 (estimated in-kind contribution from the Solomon Islands government in the form of counterpart staff time, office accommodation, meeting space, and other in-kind contributions.<sup>9</sup>)

ADB = Asian Development Bank, CMS = consultant management system, COBP = country operations business plan, COO = Cook Islands, DMC = developing member country, PIC-11 = Eleven small Pacific island countries, TA = technical assistance, WASH = water, sanitation, and hygiene.

<sup>a</sup> ADB. 2015. *Interim Pacific Approach*. Manila; ADB. 2013. *Urban Operational Plan, 2012–2020*. Manila; ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila; and ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

<sup>b</sup> Transaction TA facilities also included budget allocation for preparing projects, but these facilities were not listed in PIC-11 COBPs, as per the performance indicator.

<sup>c</sup> ADB. 2019. *Country Operations Business Plan: 11 Small Pacific Island Countries, 2020–2022*. Manila.

<sup>d</sup> Other strategies and investment plans included: Palau: Koror-Babeldaob Resilient Urban Development Strategy and Action Plan 2030, approved by Minister of Finance on 2 December 2020 (approval on file).

<sup>e</sup> ADB. 2018. *Strengthening Urban Infrastructure Investment Planning in the Pacific: Greater Honiara Urban Development Strategy and Action Plan*. Manila.

<sup>f</sup> Two government agencies also participated in the Fifth Urban Forum in Nadi, Fiji from 1–3 July 2019: Two from the Ministry of Internal Affairs in Vanuatu (1 man and 1 woman); and one woman from the Honiara City Council in Solomon Islands.

<sup>9</sup> The final design and monitoring framework (8 July 2020) includes counterpart support for governments of the Cook Islands, Samoa, and Solomon Islands. Based on this, the estimated amount was calculated for Solomon Islands, outputs 1 and 2. No estimate was calculated for Cook Islands, as it was consultant peer review of a technical report.

Source: Asian Development Bank.

## TECHNICAL ASSISTANCE COST

**Table A2.1: Technical Assistance Cost by Activity**  
(\$'000)

Item	Amount <sup>a</sup>					Actual
	Original <sup>b</sup>	Revised <sup>c</sup>	Revised <sup>d</sup>	Revised <sup>e</sup>	Revised <sup>f</sup>	
1. Consultants	512.00	512.00	1,212.00	2,412.00	2,212.00	1,700.7
2. Goods (equipment)	0.00	0.85	5.85	5.85	5.85	0.9
3. Training, seminars and/or conferences	140.00	140.00	140.00	140.00	90.00	33.4
4. Surveys (studies)	10.00	10.00	25.00	25.00	25.00	24.4
5. Contingency	38.00	37.15	117.15	117.15	67.15	0.0
<b>Total</b>	<b>700.00</b>	<b>700.00</b>	<b>1,500.00</b>	<b>2,700.00</b>	<b>2,400.00</b>	<b>1,759.3</b>

<sup>a</sup> Includes financing from the Asian Development (ADB) Technical Assistance Special Fund (TASF).

<sup>b</sup> Original estimated cost in the TA report (\$700,000 from ADB TASF V).

<sup>c</sup> Approval Memo 5 April 2017 adding a category item 1200: Equipment and reallocation.

<sup>d</sup> Approval Memo 3 July 2018 with an increase TA amount of \$800,000 (TASF 6).

<sup>e</sup> Approval Memo 2 December 2019 with an increase TA amount of \$1,200,000 (\$900,000 from TASF 6 and \$300,000 from TASF-Other Sources).

<sup>f</sup> Approval Memo 8 July 2020 with a cancellation of surplus TA funds in the amount of \$300,000 (TASF 6).

Source: Asian Development Bank estimates.

**Table A2.2: Technical Assistance Cost by Financier**  
(\$'000)

	Asian Development Bank	Total Cost
1. Original <sup>a</sup>	700.0	700.0
2. Revised <sup>b</sup>	2,400.0	2,400.0
3. Actual	1,759.3	1,759.3
4. Unused	640.7	640.7

Note: Numbers may not sum precisely because of rounding.

<sup>a</sup> Original estimated cost in the TA report.

<sup>b</sup> Cost after additional financing and/or partial cancellation of the TA during TA implementation.

Source: Asian Development Bank estimates.

### GOVERNMENT AGENCIES INVOLVED IN THE TECHNICAL ASSISTANCE

<b>Pacific Developing Member Country</b>	<b>Government Counterpart Agencies</b>	<b>Output</b>
Cook Islands	1. Ministry of Finance and Economic Development 2. To Tatou Vai (water utility)	Output 2
Federated States of Micronesia	3. Department of Finance and Administration 4. Chuuk Public Utility Corporation 5. Chuuk Water Committee (appointed by Governor of Chuuk) 6. Chuuk Public Utility Corporation Board	Output 2
Fiji	7. Water Authority of Fiji 8. Department of Water and Sewerage, Ministry of Infrastructure and Meteorological Services 9. Ministry of Health and Medical Services 10. Ministry of Infrastructure and Meteorological Services 11. Ministry of Economy	Output 2
Marshall Islands, Republic of	12. Ministry of Works, Infrastructure and Utilities of the RMI 13. Kwajalein Atoll Joint Utilities Resources 14. Kwajalein Atoll Local Government	Output 2
Nauru	15. Department of Climate Change and National Resilience, Ministry of Climate Change and National Resilience	Output 2
Palau	16. Ministry of Finance 17. Palau Automated Land and Resource Information System Office 18. Aimeliik state government 19. Airai state government 20. Melekeok state government 21. Ngaraard state government 22. Ngarchelong state government 23. Ngardmau state government 24. Ngatpang state government 25. Ngchesar state government 26. Ngeremlengui state government 27. Ngiwal state government 28. Koror state government	Outputs 1 and 2
Samoa	29. Ministry of Natural Resources and Environment	Output 2
Solomon Islands	30. Ministry of Lands, Housing and Survey 31. Ministry of Environment, Climate Change, Disaster Management and Meteorology 32. Ministry of Health and Medical Services 33. Guadalcanal provincial government 34. Honiara City Council 35. Solomon Islands Water Authority	Outputs 1 and 2
Tonga	No activities	No activities
Tuvalu	36. Department of Waste Management, Ministry of Home Affairs and Agriculture	Output 2
Vanuatu	37. Ministry of Internal Affairs 38. Department of Water Resources, Ministry of Lands and Natural Resources 39. Ministry of Health 40. Port Vila City Council 41. Shefa provincial government 42. Luganville Municipal Council	Output 2

<b>Pacific Developing Member Country</b>	<b>Government Counterpart Agencies</b>	<b>Output</b>
	43. UNELCO Engie	

Note: Urban technical advice and capacity development activities were provided to at least 43 government agencies, some of whom are either executing and/or implementing agencies in ADB projects. Not all agencies involved in the TA activities were listed as an executing and/or implementing agency for TA support in the terms of reference.

Source: Asian Development Bank.

### TECHNICAL ASSISTANCE ASSESSMENT RATING

Criterion	Weight	Assessment	Rating Value	Weighted Rating
Relevance	0.35	The TA is rated <i>relevant</i> . The TA continued to have relevance and was aligned with ADB's Strategy 2030, focusing on OP4: Making Cities More Livable; the Pacific Approach 2021–2025; the Fiji Country Partnership Strategy; and the United Nations Sustainable Development Goals. <sup>a</sup> The intended TA outcome achieved and remained unchanged during TA implementation. The TA design was appropriate and corresponded to the TA type at approval (policy and advisory TA). The additional TA funds were also relevant, although the results chain could have been improved during implementation to better capture all activities during implementation (e.g., additional outcome and output performance indicators).	<i>Relevant</i> 2.00	0.70
Effectiveness	0.35	The TA is rated <i>effective</i> . The intended TA outcome and both outputs were achieved, which included (i) approval of an urban development strategy and action plan in Honiara, Solomon Islands, and (ii) urban technical advice, assessment, and capacity development support to more than three executing and/or implementing agencies in Pacific DMCs. An increase in TA amount by \$2,000,000 expanded the TA scope and implementation arrangements. While the TA outcome and output 1 remained unchanged, output 2 was changed from focusing solely on a regional urban twinning program to including an expanded capacity development program. The regional urban twinning program was subsequently removed from the TA scope through a change memo approved on 8 July 2020. The DMF was revised and \$300,000 in TA funds associated with developing and implementing the regional twinning program was canceled. In addition, the results chain could have been updated more frequently to reflect the additional TA activities, changes in TA demand, and slow implementation progress during the COVID-19 pandemic.	<i>Effective</i> 2.00	0.70
Efficiency	0.30	The TA is rated <i>less than efficient</i> . The TA amount increased from \$700,000 to \$2,700,000, which required more time for TA implementation and additional ADB staff resources to engage in TA activities and accelerate disbursement. While outcome and outputs were achieved within the budget, there was an overestimation of financial needs. Fund utilization was 66%. A total of \$941,000 (or 34% of the total TA amount of \$2,700,000) will be returned as savings and includes canceled surplus fund. In July 2020, the TA canceled \$300,000 for output 2 activities on a regional twinning program that was not implemented. At TA completion, savings are estimated at \$641,000 (or 26.7% of the revised TA amount of \$2,400,000). In addition, TA administration would have benefited from greater coordination and better communication amongst ADB staff. Some changes in procurement, for instance, had not been approved (e.g., the use of resource persons and service providers, or single source selection for the firm in Fiji). The TA, nevertheless, generated socioeconomic benefits, as it contributed to: (i) improving strategic urban planning	<i>Less than efficient</i> 1.00	0.30



Criterion	Weight	Assessment	Rating Value	Weighted Rating
		and infrastructure prioritization, and (ii) strengthening stakeholders' institutional capacity and governance.		
<i>Overall Assessment</i>		<b>Successful.</b> The TA was relevant as it aligned with ADB policies and the regional urban agenda in priority Pacific DMCs. It was effective, as the outcome was achieved. The TA was less than efficient, as there was an overestimation of financial needs and a need for greater coordination and communication amongst ADB staff. About \$300,000 was canceled in surplus funds and \$641,000 was undisbursed at TA completion. The TA generated socioeconomic benefits based on the available deliverables on file.		1.70

ADB = Asian Development Bank, DMC = developing member country, DMF = design and monitoring framework, TA = technical assistance.

Notes: Based on Project Administration Instructions 6.08 on Technical Assistance Completion Report, and IED's Technical Assistance Completion Report Validation Guidelines (2020). Each sub-rating was assigned a numerical value 3 to 0, where highly relevant = 3, and irrelevant = 0; Performance rating was determined: Highly successful: Overall weighted average is greater than 2.30. Successful: Overall weighted average is greater than or equal to 1.65 and less than or equal to 2.30. Less than successful: Overall weighted average is greater than or equal to 0.75 and less than 1.65. Unsuccessful: Overall weighted average is less than 0.75.

<sup>a</sup> ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila; ADB. 2019. *Strategy 2030 Operational Plan for Priority 4: Making Cities More Livable, 2019–2024*. Manila; ADB. 2021. *Pacific Approach, 2021–2025*. Manila; ADB. 2019. *Fiji: Country Partnership Strategy, 2019–2023*. Manila; and United Nations. [United Nations Sustainable Development Goals](#).

Source: Asian Development Bank.