



# Completion Report

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## **PUBLIC**

Project Number: 50308-001  
Technical Assistance Number: 9363  
September 2022

## Pacific Fellows Program

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## TECHNICAL ASSISTANCE COMPLETION REPORT

<b>TA Number, Country, and Name:</b> TA 9363-REG: Pacific Fellows Program		<b>Amount Approved:</b> \$900,000	
		<b>Revised Amount:</b> Not applicable	
<b>Executing Agency:</b> Asian Development Bank	<b>Source of Funding:</b> Technical Assistance Special Fund (TASF 6)	<b>Amount Undisbursed:</b> \$638,947.44	<b>Amount Used:</b> \$261,052.56
<b>TA Approval Date:</b> 30 August 2017	<b>TA Signing Date:</b> Not applicable	<b>TA Completion Date</b>	
		<b>Original Date:</b> 31 December 2019	<b>Latest Revised Date:</b> 31 December 2021
		<b>Financial Closing Date:</b> 1 March 2022	<b>Number of Extensions:</b> 1
<b>TA Type:</b> Knowledge and support TA	<b>Nature of Activity:</b> Capacity development	<b>TA Arrangement:</b> Not applicable	

### Description

Pacific developing member countries (DMCs) face a unique development context due to their small size, remoteness, vulnerability to economic shocks, climate change, and disasters triggered by natural hazards, as well as complex traditional institutional structures. This context contributes to low institutional capacity, high aid dependence, and a strong need to tailor development approaches to the local context. It is critical that Pacific DMCs are able to effectively engage with their major development partners. However, thinly stretched public administrations offer limited opportunities to build Pacific DMC staff capacity and many officials have a limited understanding of ADB's policies, practices, and role as a multilateral development bank. It is important for Pacific DMCs to learn from development experiences elsewhere, within Asia and the Pacific. Further, it is essential that ADB operations are highly responsive to the unique development context of the Pacific DMCs and incorporate relevant local knowledge and insights as much as possible. This technical assistance (TA) was developed to enhance the capacities of government officials from Pacific DMCs to plan and manage their development initiatives and projects with ADB.

### Expected Impact, Outcome, and Outputs

The following intended TA impacts were aligned with the impacts drawn from the Pacific Approach, 2016–2020: (i) *costs reduced*—the availability, affordability, and reliability of energy, information communication technology, and transport infrastructure improved; (ii) *risks managed*—greater resilience to external economic and financial shocks, climate change, and disasters triggered by natural hazards supported; and (iii) *value creation enabled*—a better environment for private sector development, productive activities, decent job creation, entrepreneurship, creativity, and innovation facilitated.<sup>1</sup> The intended TA outcome was that Pacific DMC capacity to promote and manage sustainable economic development improved. The expected TA outputs were (i) Pacific DMC staff capacity improved, with gender-balanced participation; (ii) Pacific DMC capacity to work effectively with ADB enhanced; and (iii) greater integration of Pacific DMC knowledge into ADB operations. The design and monitoring framework (DMF) is in Appendix 1, and the TA cost by activity is in Appendix 2.

### Implementation Arrangements

ADB was the executing agency for the TA. The Pacific Liaison and Coordination Office of the Pacific Department (PARD) in Sydney, Australia developed and processed the TA, and the implementation was delegated to the Urban, Social Development, and Public Management Division (PAUS) in October 2017. With the organizational realignment of PARD in December 2018, PAUS was dissolved and the TA administration was succeeded by the newly-created Social Sectors and Public Sector Management Division (PASP).<sup>2</sup> ADB's Budget, People, and Management Systems Department (BPMSD), Corporate Services Department (formerly the Office of Administrative Services), Information Technology Department (formerly the Office of Information Systems and Technology), and Office of Anticorruption and Integrity actively supported the logistical and administrative matters related to the program. Besides PARD, the Controller's Department, Office of Public–Private Partnership (OPPP), Southeast Asia Department (SERD), and Sustainable Development and Climate Change Department participated in the program and hosted fellows. As planned during the TA processing, two individual consultants, a strategic advisor (international, 3 person-months) and a program manager (national, 26 person-months), were recruited to support the TA implementation. The strategic advisor supported PARD and other departments in identifying and structuring fellowship assignments, providing guidance on fellow professional development needs, preparing briefing and/or training materials for fellows, providing advice on

<sup>1</sup> ADB. 2016. *Pacific Approach, 2016–2020*. Manila.

<sup>2</sup> With the organizational realignment of PARD in December 2018, PAUS was dissolved and two new sector divisions, PASP and Urban Development, Water Supply and Sanitation Division, were created.

ADB corporate matters relevant to the program, and conducting introductory briefings and exit interviews with fellows. The program manager was responsible for administering the program under the guidance of the TA supervising unit (TASU) and strategic advisor, including supporting fellows on logistical and administrative matters related to the program. The overall selection process for fellows was administered by the TASU. The selection of candidates followed a process: (i) PARD requested Pacific DMC governments to nominate candidates for the program; (ii) resident missions and Pacific country offices in Pacific DMCs notified the TASU of identified candidates; (iii) sector directors and regional/country directors of PARD liaised with relevant staff members, project teams, and departments on the potential to host suggested candidates; (iv) the TASU and the strategic advisor developed draft terms of reference with hosting teams; (v) the PARD Management made the final decision for the selection; (vi) once there is agreement to proceed, resident missions and Pacific country offices liaised further with potential candidates and their respective sending organizations on the proposed assignments; and (vii) memoranda of agreement (MOA) were signed by ADB and sending organizations.

### Conduct of Activities

The TA was implemented from 30 August 2017 to 31 December 2021. In total, 6 fellows in 2 batches (3 fellows per batch) participated in the program from the second quarter of 2018 to the fourth quarter of 2019. In March 2019, several clarifications and amendments in the program guidelines and in the template of MOA with Pacific DMC governments were proposed based on the implementation experience and lessons from the first batch of fellows, and these changes were approved by Director, PASP.<sup>3</sup> In November 2019, the following minor changes were proposed: (i) redesign of the program to accommodate a larger number of participants in each batch with a shorter fellowship period, with 3–4 additional batches of fellows over the 2 years from 2020 to 2021; and (ii) extension of the TA completion date by 2 years from 31 December 2019 to 31 December 2021. The minor changes in implementation arrangements and TA extension were approved by Director, PASP and Director General, PARD, respectively. These changes did not affect the original TA amount of \$900,000, and the original DMF. While the nomination and selection process for the third batch of fellows had started in Q4 2019, the implementation of the program was suspended in Q1 2020 following the onset of the coronavirus disease (COVID-19) pandemic and the international travel bans. Due to the nature of the program, which involves international travel and assignments at ADB offices (headquarters and/or regional offices), it could not be resumed amid the pandemic, and the TA was closed at the end of 2021. The cumulative disbursement was 29% of the approved TA amount.

**Output 1. Pacific DMC staff capacity improved, with gender-balanced participation.** The output was partially achieved based on the three performance indicators.

- a) 1a. At least one fellow from each Pacific DMC participates in the program—*Not achieved*. From May 2018 to December 2019, 6 fellows in total from 6 of the 14 Pacific DMCs participated in the program.<sup>4</sup> In the first batch (Q2–Q4 2018), Kiribati, Nauru, and Samoa were represented. The second batch (Q2–Q4 2019) involved participants from Papua New Guinea (PNG), Timor-Leste, and Tonga. The list of fellows and their accomplishments are summarized in Appendices 4 and 5, respectively.
- b) 1b. Relevant capacity of at least 85% of fellows (of whom at least half are women) is assessed as significantly improved—*Partially achieved*. At the end of each fellowship period, participants were asked to complete a questionnaire and to have an exit interview.<sup>5</sup> All the fellows participated in ADB missions in Pacific DMCs and gained work experience related to their areas of expertise, and most of them provided positive feedback on participation in mission as most valuable activities for them as professionals. On the other hand, the fellows' average evaluation scores for (i) the relevance of program activities and assignments to their current duties and responsibilities, (ii) working at PARD, (iii) working experience at departments and/or offices other than PARD, and (iv) participation in seminars and conferences did not reach the *Satisfied* level (the second point from the highest on a 5-point scale). However, the average score for each batch improved from the first batch to the second batch. Between the acceptance of the first and second batches of fellows, many of the suggestions from the first batch were incorporated into the program activities. For instance, more detailed work programs (including mission), tailored to skills and interests of fellows, were prepared in advance of fellows' arrival and based on a discussion with fellows of his/her interests and background. With these changes, the evaluation by the second batch on the effectiveness of the program improved significantly and two fellows from the second batch who completed the program confirmed the value of the program for their current duties and responsibilities.

<sup>3</sup> The descriptions of TA approval memos are in Appendix 3.

<sup>4</sup> Niue became the 68th member of ADB in March 2019 and was included in the program, though no fellow from the country participated in the program. As ADB's operations in Timor-Leste were transferred from PARD to SERD in October 2019, the program's support for Timor-Leste was discontinued after the fellow from Timor-Leste completed his assignment.

<sup>5</sup> The exit survey results are summarized in Appendix 6. In order to obtain candid feedback, a separate focus group interview was conducted by staff of BPMSD for the first batch.

c) 1c. At least 50% of program participants are women—*Achieved*. In total, 6 fellows (4 women and 2 men) participated in the program.

**Output 2. Pacific DMC capacity to work effectively with ADB enhanced.** At least 85% of fellows (of whom at least half are women) report significantly improved understanding of ADB operations and business practices—*Partially achieved*. The fellows' work experience with ADB staff and at headquarters and operational missions have given them more confidence and competence in dealing with ADB. The outputs prepared by the fellows as well as their final presentations to ADB senior staff are strong indicators that they gained useful skills and knowledge of ADB operations. All the fellows prepared case studies of previous ADB projects in their countries, which enhanced their understanding of ADB operations and business practices. Three fellows' evaluation scores for (i) attending in-house training programs, and (ii) participating in missions exceeded the *Satisfied* level (the second point from the highest on a 5-point scale).

**Output 3. Greater integration of DMC knowledge into ADB operations.** Participating ADB project teams identify specific project improvements as a result of the fellows, including gender mainstreaming where relevant—*Achieved*. All the fellows who completed the program have significantly contributed to hosting teams' projects. For instance, a fellow from Samoa served as a member of the fact-finding mission for a policy-based loan in the Solomon Islands and provided some of the crucial macroeconomic analysis to support further processing of a proposed budgetary and balance of payments support for the country. A fellow from PNG contributed substantially to an ADB's transaction advisory team in OPPP on assistance for the Port Moresby International Airport. In parallel with the transfer of ADB's operations in Timor-Leste to SERD from PARD, a fellow from Timor-Leste assisted SERD in preparation of activities under the Brunei Darussalam–Indonesia–Malaysia–Philippines East Asian Growth Area program.

#### Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The intended TA impacts were aligned with the Pacific Approach, 2016–2020 and country partnership strategies for Fiji, PNG, and Timor-Leste. It remained consistent with the three objectives of the Pacific Approach, 2021–2025, and aligned with country partnership strategies for Fiji and PNG. <sup>6</sup> The program is considered to be even more relevant now than before the pandemic, as a higher priority is placed on strengthening the Pacific DMC governments' capacity during mid- and post- pandemic times. With regard to the results chain summarized in the DMF, considering that only one or two fellows from each Pacific DMC were expected to participate in the program, the TA outcome, "Pacific DMC capacity to promote and manage sustainable economic development improved," should instead have reflected a more immediate and direct benefit of the use or application of the outputs.	Relevant
Effectiveness	One of the outcome indicators in the DMF was mostly achieved and the other indicator was fully achieved. Senior officials at the sending organizations appreciated the value of the program to improve their capacity to manage development projects and to engage with ADB as a key development partner. As for the output level, the achievements of outputs 1 and 2 were severely affected by the suspension of the program in 2020 due to the COVID-19 pandemic. The selection of the third batch (with a larger number of fellows) had started in Q4 2019 and more batches had been expected to come. If the lessons learned from the implementation of the first batch could have been extended to not only the second batch but also the following batches, all the three outputs would likely have been achieved. Besides COVID-19, one of unexpected difficulties encountered was constraints in staff time allocated to the program implementation. Finding the right mentors and supervisors to work with the fellows was a challenge. Another difficulty was in customizing activities and a work program to the background and specific interests of each fellow. To overcome these challenges, it might have been helpful if mentoring or supervising fellows were included in the work plans of PARD staff. The performance of the two consultants were both satisfactory.	Less than effective
Efficiency	The TA was delivered within budget. The original budget was estimated based on the assumption of hosting 14 fellows for 6-month assignments. During the TA implementation, 6 fellows (43% of 14 fellows) were hosted (5 fellows for 6-month assignments and 1 fellow for a relatively shorter assignment), and 29% of the original budget was disbursed. The actual costs of travel, per diem, and insurance for fellows	Efficient

<sup>6</sup> ADB. 2021. *Pacific Approach, 2021–2025*. Manila. ADB. 2014. *Country Partnership Strategy: Fiji, 2014–2018*. Manila; ADB. 2019. *Country Partnership Strategy: Fiji, 2019–2023*. Manila; ADB. 2015. *Country Partnership Strategy: Papua New Guinea, 2016–2020*. Manila; ADB. 2020. *Country Partnership Strategy: Papua New Guinea, 2021–2025—Achieving Diversified, Sustained, and Inclusive Growth*. Manila; ADB. 2016. *Country Partnership Strategy: Timor-Leste, 2016–2020*. Manila.

Criterion	Assessment	Rating
	were only 60% of the original budget and many of the fellows participated in more than one mission. The implementation of the program took more time than initially expected and the closing date of the TA was extended once by 2 years in 2019. Difficulty in attracting and selecting good candidates was one of the major reasons for the delay. While the TA paper envisioned a 3- to 6-month fellowship period, this duration affected PARD's ability to find interested candidates. In Pacific DMCs, where government agencies are small and each staff performs crucial functions without alternates, it was difficult to find any agency staff who could be spared to come to ADB for the duration. In parallel with the extension of the closing date, a new design of the program to host additional batches of fellows during a shorter fellowship period was proposed and approved by DG, PARD in 2019, but it was not implemented due to the COVID-19 pandemic.	
Overall Assessment	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>7</sup>	Successful
Sustainability	The TA's outcome, especially Pacific DMCs' improved capacity to engage with ADB as a key development partner, will be sustained by the fellows who participated in the program. As of writing, 4 fellows of the 5 sending organizations contacted are still working for the same organizations. In PARD's Work Program and Budget framework for 2022–2025, the Pacific Fellows Program, Phase 2, and its additional financing are in the pipeline for 2024 and 2025. The existing outcome of the TA is expected to be strengthened and expanded through them. Lessons learned from the first phase will improve the design and administration of the second phase of the program.	Likely sustainable

### Lessons Learned and Recommendations

Design and/or planning	To expand the impact of the program, it is recommended that the next phase of the program be redesigned to accommodate a larger number of participants with a shorter fellowship period.
Implementation and/or delivery	For smooth logistical arrangements, strong coordination with BPMSD, Corporate Services Department, and Information Technology Department should be continued in the next phase.
Management of staff and consultants	Staff and consultants' inputs to make the program high-quality were much higher than originally expected. This is because of the time required to (i) attract and select good candidates, and (ii) design and implement a work program and ADB experience that was suited to the background, interest, and abilities of participants. On (ii), customizing activities and a work program to the background and interests of each fellow also required numerous efforts. Closely matching the background of a fellow with a meaningful task within a narrow time period was challenging. To overcome these challenges, it might have been helpful if mentoring or supervising fellows were included in the work plans of PARD staff.
Knowledge building	All the fellows prepared case studies of previous ADB projects in their countries and five of them made presentations at the Pacific Talk for ADB staff and Board members. One of the fellows wrote a blog for Asian Development Blog, and some served as panelists at conferences, such as the Climate Change Forum and Asia-Pacific Adaptation Network Forum. While individual timing constraints made synchronization of arrivals difficult, each batch of fellows have generally had some period of overlap with other members of the batch, which enhanced learning opportunities among the fellows.
Stakeholder participation	Several Pacific DMCs have been unable to identify any candidate for the program, even after more than a year of trying. Reducing the duration of the fellowship is expected to increase the chances of finding good candidates to participate in the program.
Replication and/or scaling up	In PARD's Work Program and Budget framework for 2022–2025, the Pacific Fellows Program, Phase 2, and its additional financing are tentatively scheduled for 2024 and 2025.

### Follow-up Actions

Careful review and redesign of the program before the implementation of phase 2 would be recommended.

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<sup>7</sup> Independent Evaluation Department. 2020. *Technical Assistance Completion Report Validation Guidelines*. Manila. ADB.



## DESIGN AND MONITORING FRAMEWORK

<b>Impacts the TA is Aligned with <sup>a</sup></b> <ul style="list-style-type: none"> <li>(i) <b>Costs reduced.</b> The TA project will improve the availability, affordability, and reliability of energy, information communication technology, and transport infrastructure.</li> <li>(ii) <b>Risks managed.</b> The TA project will lead to greater resilience to external economic and financial shocks, climate change, and disasters triggered by natural hazards.</li> <li>(iii) <b>Value creation enabled.</b> The TA project will help in facilitating a better environment for private sector development, productive activities, decent job creation, entrepreneurship, creativity, and innovation.</li> </ul>		
Results Chain	Performance Indicators with Targets and Baselines	Achievements
<b>Outcome</b>  Pacific DMC capacity to promote and manage sustainable economic development improved	a. Senior officials and/or staff of participating Pacific DMC organizations report improved capacity   b. Senior officials and/or staff of participating Pacific DMC organizations report improved capacity to engage with ADB as a key development partner	Mostly achieved. 3 of 4 senior officials of participating Pacific DMC organizations improved capacity to manage development projects. <sup>b</sup>  (Source: Feedback from senior officials at sending organizations)  Achieved. 4 of 4 senior officials of participating Pacific DMC organizations reported improved capacity to engage with ADB as a key development partner. <sup>b</sup>  (Source: Feedback from senior officials at sending organizations)
<b>Outputs</b> 1. Pacific DMC staff capacity improved, with gender-balanced participation	1a. At least one fellow from each Pacific DMC participates in the program by end 2018 Baseline: none  1b. Relevant capacity of at least 85% of fellows (of whom at least half are women) is assessed as significantly improved. Baseline: none  1c. At least 50% of program participants are women Baseline: none	1a. Not achieved. In 2018–2019, 6 fellows from 6 Pacific DMCs (Samoa, Tuvalu, Kiribati, Tonga, PNG, and Timor-Leste) participated in the program.  (Source: Project documents) 1b. Partially achieved (40%). The fellows' average evaluation scores for (i) the relevance of program activities and assignments to their current duties and responsibilities, (ii) working at PARD, (iii) working experience at departments/offices other than PARD, and (iv) participation in seminars and conferences did not reach the <i>Satisfied</i> level (the second point from the highest on a 5-point scale), while significant improvements in the scores have been observed in the second batch. The fellows' exit survey results are summarized in Appendix 6.  All the fellows participated in ADB missions in Pacific DMCs and gained professional experience related to their areas of expertise. Most of the fellows provided positive feedback on participation in mission as most valuable activities for them as professionals.  (Source: Survey and interviews of Pacific DMC fellows and inputs from ADB supervisors) 1c. Achieved. 4 of 6 fellows (67%) were women.  (Source: Project documents)
2. Pacific DMC capacity to work	2a. At least 85% of fellows (of whom at least half are women)	2a. Partially achieved (60%).

Results Chain	Performance Indicators with Targets and Baselines	Achievements
effectively with ADB enhanced	report significantly improved understanding of ADB operations and business practices. Baseline: none	Three fellows' evaluation scores for (i) attending in-house training programs, and (ii) participating in missions exceeded the <i>Satisfied</i> level (the second point from the highest on a 5-point scale).  The outputs prepared by the fellows as well as their final presentations to ADB senior staff are strong indicators that they gained useful skills and knowledge of ADB operations. All the fellows prepared case studies of previous ADB projects in their countries, which enhanced their understanding of ADB operations and business practices.  (Source: Survey and interviews of Pacific DMC fellows and inputs from ADB supervisors)
3. Greater integration of DMC knowledge into ADB operations	3a. Participating ADB project teams identify specific project improvements as a result of the fellows, including gender mainstreaming where relevant. Baseline: none	3a. Achieved. All the fellows who completed the program have significantly contributed to project teams' projects.  In the areas of gender equality and women's empowerment: <ul style="list-style-type: none"> <li>The fellow from Nauru participated in an ADB Mission to the North Pacific to prepare a basic education quality improvement project. She helped to design and conduct an innovative stakeholder engagement workshop that facilitated community involvement and gathered feedback from women.</li> <li>The fellow from Kiribati joined a project review mission to the Solomon Islands and participated in community consultations and offered useful insights and suggestions to gather feedback from women and community members regarding social safeguards.</li> </ul> (Source: Summary reports on fellows' achievements and inputs from ADB supervisors)
<b>Actual Key Activities with Milestones</b>  <b>1. Program implementation</b> 1.1 Project manager and strategic advisor recruited (Q1 2018) 1.2 First batch of fellows identified and confirmed (Q2 2018) 1.3 First batch of fellows placed in ADB (Q2 2018) 1.4 Second batch of fellows identified and confirmed (Q2–Q3 2019) 1.5 Second batch of fellows placed in ADB (Q2–Q3 2019)  <b>2. Monitoring and evaluation</b> 2.1 Review of first batch experience conducted (Q4 2018)		
<b>Actual Inputs</b> Asian Development Bank: \$261,052.56		

ADB = Asian Development Bank, DMC = developing member country, Q = quarter.

<sup>a</sup> Adapted from ADB. 2016. *Pacific Approach, 2016–2020*. Manila.

<sup>b</sup> The degree of achievement was evaluated based on feedback from five sending organizations that the project team has contacted.

Source: Asian Development Bank.

## TECHNICAL ASSISTANCE COST

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

Item	Amount <sup>a</sup>	
	Original	Actual
1. Consultants	160.00	109.82
2. Studies (fellows) <sup>b</sup>	620.00	146.28
3. Equipment	30.00	000.00
4. Training, seminars and/or conferences	40.00	4.95
5. Contingencies	50.00	000.00
<b>Total</b>	<b>900.00</b>	<b>261.05</b>

Note: The technical assistance (TA) is estimated to cost \$900,000, of which contributions from the Asian Development Bank (ADB) are presented in the table above. Participating organizations will provide counterpart support in the form of salaries and other employment benefits for their respective fellows participating in the program.

<sup>a</sup> Financed by ADB's Technical Assistance Special Fund (TASF 6).

<sup>b</sup> Payments to fellows followed payment instructions and practices as outlined in ADB's Technical Assistance Disbursement Handbook (2010 as amended from time to time).

Source: Asian Development Bank.

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

	TASF 6	Total Cost
1. Original	900.00	900.00
2. Revised	0.00	0.00
3. Actual	261.05	261.05
4. Unused	638.95	638.95

Source: Asian Development Bank.

## TECHNICAL ASSISTANCE APPROVAL MEMOS AND CHANGES

**Table A3: Technical Assistance Approved Changes**

Approval	Implementation Arrangements	Main Content
26-Mar-19	Minor	<ul style="list-style-type: none"> <li>• Change in the classification of fellows from the same category as ADB consultants to the same category as ADB secondees, in terms of access to ADB's training programs, information technology systems, and facilities.</li> <li>• Clarification on ineligibility of fellows for daily subsistence allowance during their stay in home countries.</li> <li>• Specification of the maximum number of missions supported under the program.</li> <li>• Addition of insurance provision by ADB.</li> <li>• Clarification on ineligibility of fellows for annual physical examination and issuance of ADB mobile phones.</li> </ul>
05-Nov-19	Minor	<ul style="list-style-type: none"> <li>• Extension of the TA completion date by 2 years, from 31 December 2019 to 31 December 2021.</li> <li>• Redesign of the program to accommodate a larger number of participants in each batch with a shorter fellowship period (about 6 weeks duration).</li> <li>• Exclusion of Timor-Leste (with the transfer of ADB's operations in Timor-Leste from PARD to the Southeast Asia Department).</li> <li>• Inclusion of Niue (Niue became the 68<sup>th</sup> member of ADB).</li> <li>• No changes in the DMF indicators and the project cost.</li> </ul>

Source: Asian Development Bank.

## LIST OF PACIFIC FELLOWS

**Table A4: List of Pacific Fellows**

		Country	Sending organization	Duration
First batch	1	Samoa	Ministry of Finance	May to November 2018
	2	Nauru	Department of Finance	June to November 2018
	3	Kiribati	Ministry of Infrastructure and Sustainable Energy	June to December 2018
Second batch	4	Tonga	Ministry of Finance and National Planning	May to July 2019
	5	Papua New Guinea	National Airports Corporation	July to December 2019
	6	Timor-Leste	Ministry of Finance	July to December 2019

Source: Asian Development Bank.

## ACTIVITIES AND ACCOMPLISHMENTS OF THE FIRST AND SECOND BATCHES OF PACIFIC FELLOWS

### [1] Fellow from Samoa (May to November 2018)

The fellow served as a member of the fact-finding mission for a policy-based loan in the Solomon Islands and provided some of the crucial macroeconomic analysis to support further processing of possible budgetary and balance of payments support for the country. The Governance Thematic Group of ADB's Sustainable Development and Climate Change Department availed of her services in assessing the potential for a *Governance at a Glance* report to be undertaken in the Pacific subregion. In ADB's 2018 Climate Change Forum, she served as a panelist at the conference session on climate change planning and processes. Her presentation highlighted how Samoa prioritizes the integration of climate change resilience into their national plan and how it is implemented starting from the village level. As her concluding project, she prepared and presented a Case Study on the Samoa Submarine Cable Project. The case study provided a detailed picture of how development partners working closely with government can deliver a transformative project with positive benefits for the majority of citizens.

### [2] Fellow from Nauru (June to November 2018)

The fellow served as a member of the fact-finding mission for a policy-based loan in the Solomon Islands. With her background in the social sectors, she provided crucial advice related to controlling rising expenditures in the education sector. As a member of an ADB Mission to the North Pacific to prepare a basic education quality improvement project, She helped to design and conduct an innovative stakeholder engagement workshop that facilitated community involvement, feedback and support. She also prepared a blog and policy brief on land ownership in Nauru, a complex and sensitive subject in all Pacific island countries and the opportunities for land rehabilitation. In ADB's 2018 Climate Change Forum, she served as a panelist at the conference session on policy and governance. She was able to illustrate how small island states like Nauru are under increasing threat by climate change and how governments are responding to face such challenges. One of her major accomplishments was the preparation of a project concept paper for rooftop-mounted solar power generation in Nauru. As her concluding project, she prepared and presented a Case Study on the Nauru Sustainable and Climate Resilient Connectivity Project (Nauru Port Project).

### [3] Fellow from Kiribati (June to December 2018)

In the initial period of her fellowship, she worked on a presentation on one of ADB's projects in the water sector—the South Tarawa Water Supply Project, which exemplified ADB's support for “climate proofing” infrastructure in small countries that are vulnerable to climate change. In September 2018, she participated in a project review mission to the Solomon Islands together with staff of ADB's Pacific Department. Drawing from her own experience as a project officer in a small Pacific country, she provided very useful feedback and practical recommendations to the implementing agency. As her capstone project, she prepared a Case Study on the Kiribati Road Rehabilitation Project; her work helped in the preparation of a video documentary and impact story on ADB's assistance to small island states.

### [4] Fellow from Tonga (May to July 2019)

The fellow participated in a seven-day training with the Controller's Department on Disbursement Procedures as well as a three-day seminar with the PPFD on Financial Management. In addition, she wrote a case study paper on the Outer Island Renewable Energy Project in Tonga, which had exposed her to processes and procedures within ADB before and during the implementation of a project.

### [5] Fellow from Papua New Guinea (July to December 2019)

The fellow prepared a case study on the Civil Aviation Development Investment Program in Papua New Guinea. At the same time, he provided advice on two PARD initiatives in the aviation sector: (i) TIM: Preliminary Assessment for Dili Airport Runway Upgrading Project, and (ii) PNG: Preparing the Civil Aviation Development Investment Program. He also worked with ADB's transaction advisory team in OPPP on assistance for the Port Moresby International Airport. He later joined an ADB mission to the Cook Islands to review the progress of a Pacific ICT Investment Planning and Capacity Development Facility TA project. During the mission, he assisted in preparing the documentation for a proposed e-Government Health Project for the Cook Islands.

### [6] Fellow from Timor-Leste (July to December 2019)

The fellow commenced his fellowship at Timor-Leste Resident Mission in July 2019. At TLRM, he provided inputs on the Coffee and Agroforestry Livelihood Improvement Project. After coming to ADB headquarters in August 2019, he began work on his case study on the Skills and Vocational Training Program in Timor-Leste. As part of his case study preparation, he joined a Project Completion Review mission of PARD. In the latter part of the program, he worked in the Southeast Asia Department (SERD) to gain exposure to ADB's support for regional cooperation activities and to understand better the regional cooperation opportunities for Timor-Leste. In particular, he assisted SERD in preparation of activities under the Brunei Darussalam–Indonesia–Malaysia–Philippines East Asian Growth Area program.

## FELLOWS' EXIT SURVEY RESULTS

At the end of each fellowship period, participants were asked to complete an exit survey. Five fellows (three from the first batch and two from the second batch) completed the survey. The following scores are based on a 5-point scale (5 = strongly agree/very satisfied, 4 = agree/satisfied, 3 = neutral, 2 = disagree/dissatisfied, 1 = strongly disagree/strongly dissatisfied).

Pacific Fellows Program Area	Average Score		
	First Batch	Second Batch	Overall
<b>1. Pacific Fellows Program Objectives</b>			
Objectives were stated clearly	2.3	4.5	3.2
Objectives support desired results	2.7	4.5	3.4
Objectives were achieved	2.7	4.5	3.4
<b>2. Pacific Fellows Program Content</b>			
Program Activities and assignments	2.7	4.0	3.2
Relevance of program activities and assignments to your current duties/responsibilities	2.7	4.5	3.4
Program duration	2.7	4.0	3.2
<b>3. Supervisors</b>			
Overall support of Primary and Alternate Supervisors	3.3	5.0	4.0
Availability of Supervisors	3.3	4.5	3.8
Quality of advice and Feedback Provided to Pacific Fellows	3.3	5.0	4.0
<b>4. Logistics and Administrative Support</b>			
Computer (Outlook, internet, Microsoft package)	3.0	5.0	3.8
Information prior to arrival: Assistance by PARD, if applicable	3.7	5.0	4.2
Visa	3.3	5.0	4.0
Hotel/Housing accommodation	4.0	4.5	4.2
Library Briefing	4.3	5.0	4.6
Security and issuance of ID card	4.3	5.0	4.6
<b>5. Learning Sessions</b>			
To what extent did the following programs/activities provide you with valuable knowledge and skills?			
Working at PARD	3.5	4.0	3.8
Working at other department/ offices	3.0	3.5	3.2
Attending in-house training programs	3.7	4.5	4.0
Participation in seminars and conferences	3.3	4.5	3.8
Completing ADB on-line training courses	NA	4.0	1.6
Participation in missions	4.0	5.0	4.4
<b>6. Overall Satisfaction</b>			
Overall, how would you rate your PFP experience?	2.3	4.5	3.2
How relevant were the Fellowship programs/activities to your professional and career aspirations?	3.3	5.0	4.0
Will you recommend the PFP program to others?	5.0	5.0	5.0

NA = not available.

Source: Asian Development Bank.