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Final Independent Evaluation ‘Advancing the SDGs by Improving Livelihoods and Resilience Via Economic Diversification and Digital Transformation’

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- Outcome 4 - Sustainable enterprises as generators of employment and promoters of innovation and decent work.

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- SDG 5: Gender equality
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced inequalities
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Final Independent Evaluation 'Advancing the SDGs by Improving Livelihoods and Resilience Via Economic Diversification and Digital Transformation'

COUNTRIES: Fiji, Solomon Islands, Tonga, Tuvalu and Vanuatu

5 June 2025

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Acronyms

AIS	Automatic Identification System
CMO	Collective Management Organization
CSOs	Civil Society Organizations
EU	European Union
FFA	Forum Fisheries Agency
GEDSI	Gender Equality, Disability and Social Inclusion
ICT	Information and Communications Technology
ILO	International Labour Organization
ICT	Information, Communication and Technology
ICTSU	Information, Communication and Technology Support Unit
ITU	International Telecommunication Union
JP	Joint Programme
KEQ	Key Evaluation Question
MCA	Ministry of Communications and Aviation
MDA	Marine Domain Awareness
MFAET	Ministry of Foreign Affairs and External Trade
MSME	Micro, small, and medium enterprise
NEP	National Employment Policy
OECD DAC	Organisation for Economic Cooperation and Development, Development Assistance Committee
OHCHR	Office of the United Nations High Commissioner for Human Rights
PUNO	Participating United Nations Organization
PWD	Persons with Disabilities
RCO	Resident Coordinator's Office
ROAM-X	Rights, Openness, Accessibility, Multi-stakeholder participation and cross cutting
SDG	Sustainable Development Goal
SEEP	School-Enterprise Education Programme (Fiji)
SIDS	Small Island Developing States
SIYB	Start and Improve Your Business
TNPSO	Tuvalu National Private Sector Organisation
ToC	Theory of Change
TVET	Technical and Vocational Education and Training
UNCDF	United Nations Capital Development Fund
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
USP	University of the South Pacific

Throughout this report, references to documents use APA standard and links to consultations are in square brackets by country and stakeholder group. For instance, [Solomon Islands Gov] refers to input from a Solomon Islands' Government stakeholder.

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1 Executive Summary

1.1 Programme background

The Pacific region's Small Island Developing States (SIDS), including countries like Fiji, Solomon Islands, Tonga, Tuvalu and Vanuatu, face ongoing challenges from frequent climate-related disasters and the ongoing socio-economic fallout of the COVID-19 pandemic. These recurring shocks have hindered progress toward achieving the Sustainable Development Goals (SDGs), particularly due to economic disruptions, reliance on vulnerable sectors like tourism, and limited economic diversification. A critical barrier to recovery remains poor digital connectivity, with only one-third of the population online as of 2019. This lack of access restricts innovation, inclusivity, and broader economic participation, especially among women, youth, and persons with disabilities.

In response, Pacific SIDS have been investing in digital transformation to support economic diversification and resilience. According to the 2024 Pacific Digital Economy Report, internet access has grown significantly, and many nations are now implementing national digital strategies. Yet, infrastructure gaps, such as inconsistent regulations, limited payment systems, and logistical barriers, still impede full digital integration. Labour markets are affected by slowing growth and limited investment in key sectors like agriculture and inter-island shipping. Furthermore, external geopolitical influences, particularly from China, the U.S., Australia, and Japan, have brought both opportunities and governance challenges due to heightened investment and development finance.

1.2 Programme purpose, logic and structure

To address these complex, interlinked challenges, the Joint Programme (JP) "Advancing the SDGs by Improving Livelihoods and Resilience via Economic Diversification and Digital Transformation" was launched. It combines policy reform with community-level interventions to enhance economic resilience and digital readiness. The JP promotes decent work, environmental sustainability, human rights, and improved social protection. It targets Pacific SIDS, aiming to build local capacity, modernize legal frameworks, and create enabling environments for inclusive and sustainable economic participation; particularly in digital and high-productivity sectors.

The JP's two key outcomes focus on: first, strengthening workers and Micro, small, and medium enterprises (MSMEs) in vulnerable communities, especially women, youth, and persons with disabilities; and second, enhancing policy frameworks and digital infrastructure to support this transformation. These efforts align with national SDG strategies and support several goals, including SDGs 5, 8, 9, 10, and 14, as well as the UN Pacific Strategy Outcomes on economic empowerment and human rights. By enhancing skills, digital access, and entrepreneurial ecosystems, the programme seeks to position Pacific communities for long-term resilience, prosperity, and equitable growth in an increasingly digital global economy.

Programme name: Advancing the SDGs by Improving livelihoods and resilience via economic diversification and digital transformation
Program locations: Tuvalu, Solomon Islands, Vanuatu, Fiji, Tonga

Development partners: ILO, OHCHR, UNESCO, UNODC, ITU and UNOPS

Start date: 1 September 2022

End date: 28 February, extended to 31 May 2025

Donor: SDG Fund

Total budget: US\$4.258million

Thematic areas: Legal and policy frameworks for economic diversity, resilient and sustainable business growth, increasing access to digital services and skills including for those most vulnerable

Estimated beneficiaries: Small and Medium Enterprises, Governments, communities.

1.3 Evaluation purpose, scope and audience

The evaluation of the JP was designed to ensure accountability and promote learning for future initiatives by assessing outcomes, identifying unintended effects, evaluating relevance and sustainability, and generating actionable recommendations. Spanning from 2022 to April 2025, it focused on five Pacific SIDS, Fiji, Tonga, Solomon Islands, Tuvalu and Vanuatu, through in-country data collection for all but Tuvalu where remote consultations were used. Based on the OECD DAC criteria and guided by Key Evaluation Questions (KEQs), the evaluation aimed to provide an understanding of JP's impact, especially on marginalized and vulnerable groups. Its primary audiences include the UN Joint SDG Fund, ILO and UN agencies, and regional stakeholders such as governments, civil society, and private sector actors, who will use the findings to inform strategy, accountability, capacity building, and development planning.

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1.4 Evaluation methodology

The evaluation of the JP used a mixed-methods approach, incorporating qualitative and quantitative data to produce credible and useful findings. Methods included document reviews, semi-structured interviews with 55 out of 79 stakeholders approached across five Pacific SIDS and globally, and analysis of monitoring frameworks. The evaluation followed UN and United Nations Evaluation Group (UNEG) standards, applying a human-centered and rights-based approach to ensure cultural appropriateness, inclusivity, and ethical engagement. Interviews were conducted independently of the UN to uphold confidentiality, and data was disaggregated by gender, age, disability, and location. Findings were triangulated across sources, analysed using OECD DAC criteria, and validated through a stakeholder meeting to support transparency and feedback integration.

Despite its strengths, the evaluation encountered several limitations. Six interviewees were unaware of the JP, reflecting weak programme visibility or late-stage engagement in certain contexts. Participation was also affected by logistical and personal constraints. Additionally, reliance on self-reported documents and the absence of finalized policies posed challenges to data validation, although consultations helped fill some gaps. Measuring long-term outcomes and sustainability was constrained due to the short two-year duration of the programme and the late implementation of several activities. The absence of formal impact studies further limited the ability to assess enduring effects, especially for initiatives recently operationalized in 2025. Note that the programme has continued beyond the data collection phase of the evaluation; results reported here are those achieved to 30 April 2025.

1.5 Evaluation findings

Relevance. The JP has shown strong responsiveness to the needs of tripartite constituents in demand-driven, collaborative initiatives that address key regional issues, particularly digital capacity, youth unemployment and skills shortages. Programs such as Tonga's Quality Apprenticeship Programme in Cookery and Fiji's School-Enterprise Education Programme (SEEP) exemplify effective cooperation among stakeholders and the promotion of education-to-employment pathways. Additionally, the JP has been recognized by government and UN sources for aligning with national priorities, including economic and social development, as well as national security through initiatives like maritime domain awareness in countries such as Vanuatu, Tonga, and Fiji.

Coherence. During implementation, the JP has improved internal coherence through strengthened mechanisms such as revisions of the results framework, joint accountability processes, and communication through meetings and reporting. These improvements aim to enhance responsiveness to changing national priorities and reinforce transparency and collaboration among participating agencies. These mechanisms have helped foster consistent UN communication, though unified or harmonized delivery has remained limited.

Design validity. The problem definition identified in the 2022 Programme Document (ProDoc) continues to remain relevant for Pacific SIDS in 2025; ongoing labour shortages, digital infrastructure gaps, and heightened vulnerability to climate and economic shocks; particularly impact tourism-reliant economies and marginalized groups. However, the design was weakened by a vague Theory of Change (ToC) and some unrealistic indicators. Inconsistent stakeholder engagement during the design phases undermined alignment with national priorities and SDG reporting.

Effectiveness. Stakeholder feedback reflects a generally positive view of the JP contributions, particularly in business and digital literacy training, employment promotion, and labour standards. However, in countries like Solomon Islands, ministries highlighted unmet strategic needs and limited capacity to participate. More generally, training was not always matched with adequate follow-up.

Outcome 1: Inclusion of youth, women-led and Persons with Disabilities (PWD) businesses in the green, blue and circular economies.

Monitoring data from 2024 shows strong progress towards the JP's targets, especially in entrepreneurship, job creation, and inclusive workforce development. Over 400 small businesses received support, particularly in Fiji, Solomon Islands, and Vanuatu, with a focus on women, youth, and PWDs, while cross-sectoral training and labour market diagnostics helped formalize businesses and improve workforce strategies. The JP contributed to policy development, including National Employment Policies in four countries and inclusive initiatives in Technical and Vocational Education and Training (TVET) and labour mobility. Although integration with broader national priorities like digital and health sectors was uneven, stakeholder engagement and inclusive policy making has been strengthened since 2024. Challenges such as short project duration, limited budgets, and data gaps remain, but efforts to promote equity and resilience in labour markets have laid important groundwork for future development.

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Outcome 2: Additional financing leveraged to accelerate SDG achievement.

The JP advanced inclusive digital development across the five SIDS, exceeding key targets through the creation of six national digital policies and digital skills training for over 1,800 individuals, primarily women and youth. Notable progress was made in Fiji and Solomon Islands on national strategies and regulatory frameworks, while initiatives like “Smart Villages and Smart Islands – Asia Pacific” (“Smart Islands”) in Tonga and Vanuatu demonstrated practical benefits in digital learning and connectivity. The programme also promoted digital literacy and e-commerce in remote areas and supported creative industries and regional capacity building. However, challenges in cross-sectoral coordination, limited integration with broader development plans, and gaps in infrastructure, funding, and intellectual property frameworks constrained impact.

Enablers and barriers

The JP benefited from strong governance structures, including Steering Committees and Technical Working Groups, which aligned UN agency efforts with national priorities and enhanced thematic coherence through partnerships and adherence to international frameworks. Capacity-building efforts and flexible implementation approaches supported adaptation to green and digital transitions and helped mitigate disruptions from external shocks like natural disasters. However, persistent barriers hindered full implementation, including fragmented communication, disaster-related delays, political transitions, and chronic capacity gaps in smaller states. Geographic isolation, transport limitations, and UN system-related bureaucratic delays, particularly in funding and staffing, further constrained timely and coherent delivery across the Pacific SIDS.

Efficiency. The JP has shown considerable flexibility in responding to disruptions caused by natural disasters and political transitions, particularly in Vanuatu, Tonga, and Fiji. These events led to postponed activities and interrupted consultations, prompting adaptive responses such as rescheduling, reallocating funds to urgent needs, and engaging subnational partners to maintain momentum. Despite these efforts, a number of activities have been delayed, requiring a no-cost extension from the original August 2024 end date to May 2025. Key delays include the Automatic Identification System (AIS) receiver installations, slowed by procurement complexities and delayed country approvals, and the release of the Solomon Islands Digital Transformation Policy, delayed through changes required following a second round of consultations. Financial implementation has also faced challenges, with only 57% of the budget spent in December 2024, 89% in May 2025 (ILO, 2024) and inconsistencies in financial reporting due to varying agency accountability systems. Delays in fund disbursement and capped budgets have further constrained progress, highlighting the need to increase financial coordination and more agile operational mechanisms across Participating United Nations Organization (PUNOs).

Impact. The expectations of impact of the JP were overstated in the design and monitoring framework. Advancing SDGs within a two year programme timeframe is a difficult task. This has been exacerbated by delays in delivering activities, shortening the potential time for impact assessments. Efforts like the Smart Islands initiative have faced sustainability issues, with short-term funding, lack of operational planning, and absence of exit strategies resulting in underutilized infrastructure and limited community benefit. Overall, the programme has not yet demonstrated significant contributions to decent work or capacity building, with missed opportunities in translating policy into practice. However, with stronger planning and local engagement, the JP could still yield more impactful outcomes.

Sustainability. National employment policies and labour initiatives in countries like Fiji, Solomon Islands, and Tonga demonstrate strong potential for replication and scaling when aligned with industry needs and supported by local ownership. However, long-term sustainability is challenged by financial constraints, limited institutional integration, skills shortages, and outward migration of skilled workers. Stakeholders emphasized that bypassing national ministries undermines programme impact, calling for greater cultural integration, inclusivity, and contextual relevance. For successful scaling and systemic impact, programmes must be embedded in national work plans, backed by government funding, and tailored to local contexts, focusing on building capacity and building skills.

Cross-cutting. The JP has contributed significantly to inclusive economic growth across the Pacific by supporting job creation, entrepreneurship, and economic diversification. Foundational work in 2022 helped identify strategic sectors and engage key stakeholders, leading to targeted interventions such as Labour Force Surveys, skills mapping, and support to private sector actors, including creative industries and business expos. While notable progress was made in promoting gender equality and social dialogue, such as labour law reforms and women-focused Information and Communications Technology (ICT) training, broader inclusion of persons with disabilities and environmental sustainability remains limited. Although some green elements were integrated into digital strategies and disaster preparedness, future efforts must better embed cross-cutting themes to ensure more inclusive and resilient development outcomes.

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1.6 Evaluation Conclusions

Relevance. The JP demonstrates strong responsiveness to the needs of tripartite constituents across the Pacific SIDS by tackling challenges like youth unemployment and skills shortages. Demand-driven initiatives, such as Tonga's Quality Apprenticeship Programme and Fiji's SEEP, highlight the programme's ability to foster collaboration between public and private sectors, enhancing education-to-employment pathways. These efforts align with regional priorities, particularly national security and economic and social development, with maritime domain awareness a key focus for countries like Vanuatu, Tonga, and Fiji.

Coherence. The JP has strengthened internal coherence through mechanisms like revised results frameworks, joint accountability processes, and regular meetings, aimed at improving responsiveness to national priorities. These improvements have facilitated transparent communication among agencies, although full coherence in delivery has been hindered by weak integration among participating UN agencies and some national stakeholders.

Design Validity. The JP's design remains valid in addressing ongoing structural challenges faced by Pacific SIDS, such as skills shortages, poor digital infrastructure and vulnerability to climate and economic shocks. However, design improvements could be made. There was an underdeveloped ToC, weak coherence among implementing agencies, limited initial stakeholder engagement and tenuous integration into national systems and SDG reporting.

Effectiveness. The JP has shown effectiveness in promoting inclusive entrepreneurship, improving policy coherence, and enabling digital transformation. Significant progress has been made in job creation, MSME support, and the inclusion of women and youth in economic activities, with positive impacts on business resilience and formalizing informal enterprises. However, outcomes for PWDs lag behind, indicating the need for improved outreach. Despite successes, gaps in national engagement, cultural integration, and strategic alignment hinder the sustainability and depth of the programme's impact, especially in digital transformation and sectoral integration.

Efficiency. While some project elements faced delays, the JP demonstrated efficiency in adapting to challenges, including securing a no-cost extension for continued progress. Issues like delays in AIS receiver installations and the release of Solomon Islands Digital Transformation Policy were addressed with proactive planning and consultations. However, logistical challenges, such as the late procurement of country concurrence letters and delayed infrastructure deployment, hindered the programme's ability to reach populations promptly. Despite these setbacks, the JP has continued to advance towards its goals, albeit with some inefficiencies.

Sustainability. The sustainability of the JP's results is mixed. Successful initiatives like Fiji's National Employment Policy and Solomon Islands Labour Division reforms show potential for long-term impact through strong government ownership and integration into national frameworks. Replication opportunities are present, particularly in employment policy and apprenticeship models, though successful scaling depends on local ownership and alignment with national needs. Digital initiatives face challenges due to limited national integration and financial constraints, skills mismatches, and outmigration remain significant barriers to long-term sustainability.

Cross-cutting. The JP has made uneven progress in promoting gender equality, disability inclusion, and non-discrimination. While initiatives in Solomon Islands and Tongan Women in ICT reflect efforts to integrate these principles, gaps remain, particularly in disability inclusion, with limited targeted programming for PWDs. Structural challenges, including staffing shortages and inconsistent cross-agency collaboration, have hindered the implementation of gender equality and social inclusion. The JP has been more successful in enabling social dialogue, particularly through the Tripartite Labour Advisory Board in Solomon Islands, but national participation in broader dialogues has been limited. Environmental inclusivity, while not a core focus, has been addressed sporadically, with scope for future efforts in integrating sustainability into programme design.

1.7 Lessons learned and emerging good practices

The JP experience offers lessons for improving the design, management, and implementation of joint programmes in complex, dynamic environments. Effective joint programme design requires clear linkages, accountability mechanisms, and strong coordination among UN partners to avoid fragmentation and ensure synergies are realized. Realistic timelines, long-term financing, and integration into national systems are essential for sustainability, especially when targeting structural reforms such as digital transformation or employment policy development. The use of contextually aligned indicators and adaptive logframes enhances learning and programme responsiveness. Flexibility is vital in managing external shocks like natural disasters or political instability, which demand responsive planning.

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On the management and implementation side, stronger inter-agency coordination and communication systems would strengthen joint accountability. Proactive staffing and agile funding mechanisms are necessary to maintain momentum, particularly in regions affected by high turnover or operational delays. Inclusive, rights-based approaches added significant value but require more consistent integration of gender, disability, and environmental considerations. Sustained stakeholder engagement, tailored to local contexts and backed by flexible collaboration, is vital for relevance and ownership. Future programmes must prioritize local capacity-building and embed adaptive management strategies to strengthen resilience, impact, and sustainability in similarly complex settings.

Three good practice examples have been developed:

- Partnering with local institutions with subnational reach, using alternative transport options, and decentralizing implementation are essential for overcoming these persistent access barriers.
- The alignment with international conventions, such as Solomon Islands' ratification of the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, has served as a catalytic gateway for accessing global networks and support, enhancing national visibility and legitimacy.
- Building on developed and larger existing programs to address new context through programs like Smart Islands (ITU/UNOPS) and the AIS programme (UNODC) have helped access ready expertise and volume of buy for procurements.

1.8 Recommendations

Recommendations apply to future programmes as there is no follow on 'Advancing SDGs programme' planned. Specific implementation suggestions are therefore limited.

1. Strengthen joint programming design & monitoring
 - Develop a unified Theory of Change and results framework for the strongest PUNO proposals, with strong indicators for gender, disability, environment and PUNO interdependencies. Integrate learning-oriented monitoring using accessible tools.
2. Deepen stakeholder engagement
 - Ensure early and continuous involvement of technical ministries and subnational actors through consultations, tailored communication, and participatory reviews.
3. Mainstream inclusion
 - Implement targeted strategies for gender equality, disability inclusion, and environmental sustainability, including consultation with relevant groups and staff training.
4. Improve cross-agency coordination
 - Strengthen joint planning and delivery among PUNOs, establish shared accountability mechanisms, and institutionalize governance and knowledge-sharing platforms.
5. Enhance operational efficiency
 - Simplify and accelerate fund disbursement processes, allow budget flexibility, and institutionalize regular financial reviews and updates.
6. Build long-term institutional capacity
 - Partner with local institutions for decentralized delivery and sustainable reach, leveraging agencies with strong subnational presence.
 - Commit to multi-year programming aligned with national plans to ensure institutional sustainability and reduce reliance on external funding.
7. Scale successes
 - Replicate successful models across the region via regional exchange platforms, leveraging achievements for greater impact and joint funding initiatives.

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2 Programme background

2.1 Context

The Pacific region encompasses several SIDS, including Fiji, Solomon Islands, Tonga, Tuvalu, and Vanuatu. These countries face recurring and severe climate-related disasters, averaging one major event annually between 2017 and 2022—most recently in Tonga. These disasters have significantly disrupted economic growth and slowed progress toward achieving the SDGs.

Compounding these challenges, the COVID-19 pandemic dealt a heavy blow to the region's socio-economic fabric. Once heavily reliant on international tourism and related industries, Pacific SIDS experienced a sudden and sharp economic downturn when global travel halted in early 2020. The resulting decline in GDP exposed the vulnerabilities caused by limited economic diversification, heightening the region's exposure to external shocks. A major barrier to recovery and development is poor internet connectivity. As of the end of 2019, only 33% of residents in Pacific SIDS had access to the internet, according to the ITU. This digital divide restricts access to emerging social and economic opportunities and limits the potential for innovation and inclusive growth.

The combined effects of climate events, the pandemic, and limited connectivity have led to widespread unemployment and loss of income, disproportionately affecting women, persons with disabilities, and other vulnerable groups—exacerbating inequalities across the region.

To build long-term resilience, Pacific SIDS require integrated development strategies that strengthen economic resilience, promote decent work, improve social protection, uphold human rights, and expand digital access within an environmentally sustainable framework.

In recent years, SIDS have strengthened their digital capabilities, enabling economic diversification and improving resilience. However, addressing infrastructure gaps, supporting entrepreneurship, and navigating geopolitical dynamics remain key for sustainable development. The 2024 Pacific Digital Economy Report, launched in April 2025, highlights both advancements and persistent obstacles in the region's digital transformation (UN Trade & Development, 2024):

- **Improved Connectivity:** Internet usage in Pacific SIDS grew at an annual rate of 8.4% between 2014 and 2023, surpassing the global average of 6.7% (The UN Agency for Digital Technologies, 2024).
- **Policy Development:** Many Pacific nations have developed national and regional digital and e-commerce strategies, laying the groundwork for cohesive digital development (UN Trade & Development, 2024).
- **Infrastructure Gaps:** Despite progress, challenges remain, including limited digital payment systems, regulatory inconsistencies, and logistical hurdles that impede seamless digital trade (UN Trade & Development, 2024).
- **Entrepreneurship Support:** There is a need for enhanced support for digital entrepreneurs to fully leverage the opportunities presented by the digital economy (UN Trade & Development, 2024).

The labour markets in Pacific SIDS are influenced by both domestic and external factors (Delegation of the European Union to the Pacific, 2025):

- **Economic slowdown:** Growth across Pacific economies is expected to slow to 3.6% in 2024, down from 5.8% in 2023, due to fading post-pandemic rebounds and structural challenges.
- **Investment needs:** The region requires increased investment in sustainable tourism, agriculture, inter-island shipping, and digital connectivity to create new economic opportunities and reduce poverty.
- **Remittances and digital payments:** Enhancing digital payment systems is crucial to maximize the impact of remittances sent by offshore workers, a significant income source for many households (Needham, 2024).

There are also geopolitical influences (Reuters, 2024):

- **Infrastructure investments:** These powers are investing in development finance, ports, airports, and telecommunications, impacting the region's digital landscape.
- **Governance challenges:** The influx of external interests may overwhelm local bureaucracies, posing risks to good governance and transparency.

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2.2 Programme purpose, logic and structure

The JP “Advancing the SDGs by Improving Livelihoods and Resilience via Economic Diversification and Digital Transformation” aimed to accelerate SDG progress through a dual approach: transformative policy and regulatory interventions at the national level, and catalytic capacity-building initiatives at the community level. In particular, the programme focused on fostering economic diversification and creating an enabling environment that allows communities to adapt and thrive in the digital era.

The JP was designed to drive the development of a digital economy in the SIDS of the Pacific, while fostering economic diversification and enhancing community resilience across the three pillars of sustainable development: social, environmental, and economic. It acknowledges that strengthening community resilience in the Pacific SIDS requires integrated development strategies. The strategies of enhancing economic resilience, promoting decent work, safeguarding human rights, advancing digital connectivity, and ensuring environmental sustainability are interconnected.

The JP aims to accelerate progress towards the SDGs in Fiji, Solomon Islands, Tonga Tuvalu and Vanuatu, by combining transformative policy and regulatory interventions at the strategic level, with practical, capacity-building initiatives at the grassroots level. Central to its intended approach was to build resilience through economic diversification in key sectors and to create an enabling environment that supports communities adapting to the digital era.

In its first outcome, the JP focuses on strengthening the capacity and resilience of workers and MSMEs in vulnerable communities, particularly targeting women, youth, and PWDs in sectors most affected by the COVID-19 pandemic. This outcome prioritizes the realization of the right to work with equity and justice at its core. It also supports the transition of workers from low-productivity, high-risk sectors to more resilient, higher-productivity subsectors. Key strategies included fostering economic diversification, driving digital transformation, enhancing legal and policy frameworks to promote decent work, modernizing public employment services, improving access to business development services in the creative and digital sectors, formalizing the informal economy, and promoting sustainable business practices aligned with international standards.

In the second outcome, the JP aims to facilitate the realization of the first outcome by supporting the development of policies and regulatory frameworks that improve access to information, bridge the digital divide, and accelerate ongoing digital transformation initiatives. This included ensuring vulnerable communities in remote islands gain improved access to digital services. Together, both outcomes were designed to create a resilient regional digital economy, empowering individuals and institutions through digital means. By supporting early-stage economic diversification, the JP was anticipated to contribute to building communities that offer efficient services even in the most remote islands, where workers and businesses are equipped with the skills and technology to participate in the regional and global knowledge economy. Entrepreneurs were also to be supported to drive innovation, create jobs, and accelerate progress towards the SDGs.

These interventions were designed to complement national efforts to achieve the SDGs outlined in national development plans, ensuring that vulnerable populations benefit from a sustainable, job-rich recovery. The JP design directly addresses the following SDGs:

- ✓ SDG 5 (Gender equality):
- ✓ SDG 8 (Decent work and Economic growth)
- ✓ SDG 9 (Industry, Innovation, and Infrastructure)
- ✓ SDG 10 (Reduced inequalities)
- ✓ SDG 14 (Life below water)

Programme Details

Programme name: Advancing the SDGs by Improving livelihoods and resilience via economic diversification and digital transformation
Program locations: Tuvalu, Solomon Islands, Vanuatu, Fiji, Tonga

Development partners: ILO, OHCHR, UNESCO, UNODC, ITU and UNOPS

Start date: 1 September 2022

End date: 28 February, extended to 31 May 2025

Donor: SDG Fund

Total budget: US\$4.258million

Thematic areas: Legal and policy frameworks for economic diversity, resilient and sustainable business growth, increasing access to digital services and skills including for those most vulnerable

Estimated beneficiaries: Small and Medium Enterprises, Governments, communities.

Figure 1: Interventions



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It was anticipated that the JP would contribute to two of the four UN Pacific Strategy Outcomes, nominally:

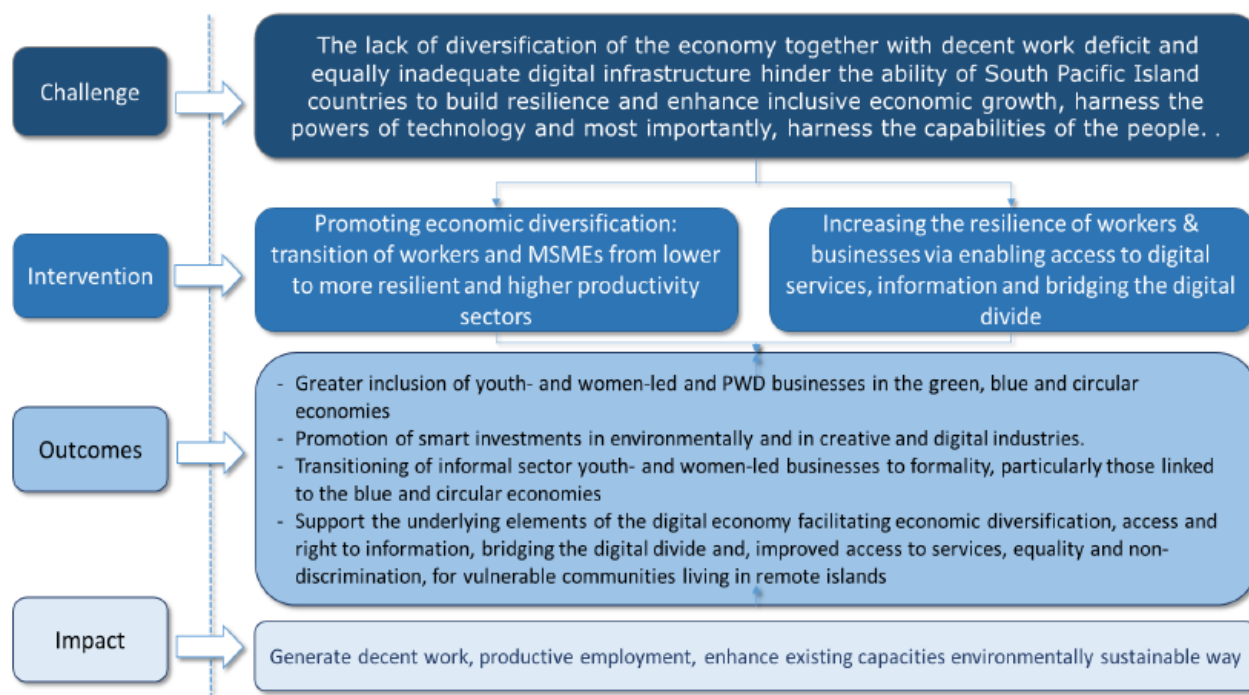
- ✓ Outcome 3: Sustainable and Inclusive Economic Empowerment
 - By 2022, people in the Pacific, in particular youth, women, and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multi-dimensional poverty and inequalities, and promotes economic empowerment.
- ✓ Outcome 6: Human Rights
 - By 2022, people in the Pacific effectively enjoy a strengthened legal framework and institutions that deliver human rights protection in accordance with international commitments under relevant treaties, and the Universal Periodic Review.

There are four main result areas included in the design:

- ✓ Strengthened legal and policy frameworks that support economic diversification through employment policies, demand-driven skills acquisition, and vocational training, apprenticeships, and entrepreneurship schemes in green, blue, orange, and circular economies.
- ✓ Creation of resilient and sustainable businesses with job potential in the formal economy, focusing on food production, creative industries, and green and digital sectors.
- ✓ Refinement of laws, regulations, and policies that facilitate access to digital services.
- ✓ Improved access to digital services and digital skills for remote and vulnerable communities, enhancing their access to public services, employment, and other opportunities.

The ToC is below.

Figure 2: Theory of change



2.3 Implementation status

In terms of the activities and progress to date, this section describes outputs as they relate to each of the JP Outcomes.

Outcome 1: Strengthen capacity and resilience of workers and MSMEs supporting economic diversification and the creation of decent jobs building greater resilience of the economy.

In the last quarter of 2022, the ILO led consultations in Fiji, Vanuatu, and Solomon Islands to develop climate-smart national employment policies, marking a first for Vanuatu and Solomon Islands, while consultations in Tonga were postponed due to disaster recovery efforts. OHCHR assessed the human rights landscape, identifying opportunities to better address issues affecting youth and persons with disabilities, particularly following political developments in Fiji and Tonga. UNESCO advanced cultural policy support by promoting the ratification of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions and providing technical assistance to Fiji,

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Solomon Islands, Tonga, Tuvalu and Vanuatu. On the practical side, the ILO collaborated with Vanuatu's Labour Department and Chamber of Commerce to assess and propose improvements to the country's digital employment platform, while UNODC coordinated with Fiji's Maritime Surveillance Centre and USP (University of the South Pacific) to plan the installation of coastal AIS receivers, laying groundwork for improved maritime monitoring (ILO, 2023b).

The first half of 2023 saw continued foundational activities, focusing on capacity-building and research across Fiji, Solomon Islands, Vanuatu, and Tonga. The JP successfully onboarded new staff and completed stakeholder consultations and country workplans. A wide array of assessments was launched, including labour market diagnostics, IP rights reviews, and entrepreneurship ecosystem evaluations. Additionally, the JP supported entrepreneurship through green, digital, and creative sector activities, co-funded regional training using ILO's "Start and Improve Your Business" (SIYB) program and launched business accelerator programs in collaboration with local partners (ILO, 2023c).

In the latter half of 2023, the JP expanded its reach by supporting MSMEs in adopting green and digital business models through the SIYB program in four countries, training 68 new trainers and reaching 326 MSMEs—most led by women and youth. The JP also facilitated regional collaboration through entrepreneurship expos and Public Private Partnerships research. Furthermore, digital and green skills development was prioritized with initiatives like Smart Islands, digital literacy training in remote islands, and curriculum updates for green construction. Coastal AIS receiver sites were identified to bolster maritime surveillance capabilities (ILO, 2024).

The first half of 2024 emphasized labour market intelligence, policy development, and inclusive economic participation. The JP co-funded labour force surveys and launched eight sectoral skills needs assessments, leading to policy formulation in four countries. These efforts utilized a human rights lens and emphasized inclusive engagement, especially regarding the ratification of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. The UNESCO Culture|2030 Indicators were rolled out in Vanuatu to measure the contribution of culture to sustainable development, a first in the region (ILO, 2024e).

Outcome 2: Support the foundations of the digital economy, formulating the policy and regulatory environment for access and right to information, bridging the digital divide and, improving access to services, equality, and non-discrimination, for vulnerable remote island communities.

In the last quarter of 2022, the groundwork for the JP's digital transformation efforts was laid through consultations and stakeholder engagement across Fiji, Vanuatu, and Tonga. OHCHR and UNODC began implementation preparations by advising the Fiji Parliament on cybercrime-related legislation, while UNESCO identified a global partner for baseline assessments. The Smart Islands concept was introduced to over 140 stakeholders during major forums in Suva, Fiji, significantly raising awareness and generating interest. A pilot project in South Malekula, Vanuatu, funded by the Australian Government, provided over 360 community members with basic digital literacy and access to new digital services, setting the stage for future implementation and expansion (ILO, 2023b).

In the first half of 2023, the JP advanced Outcome 2 by strengthening human capacity and initiating policy development in digital transformation. Coastal AIS receiver installation began following collaboration with maritime authorities across the region, while digital policy development was kickstarted in Tonga and Vanuatu with successful stakeholder buy-in. A key policy shift occurred in Fiji with the repeal of the Media Industry Development Act, promoting freedom of expression. The Programme also conducted detailed needs assessments in Vanuatu, Fiji, and Tonga, which informed upcoming implementation and procurement efforts (ILO, 2023c).

During the second half of 2023, the JP produced vital inputs to economic diversification and digital policies. Drafts for employment and infrastructure sharing policies were submitted in Vanuatu, Tonga, and Solomon Islands, while digital transformation strategies were developed in Fiji and Solomon Islands. Sectoral needs assessments in areas such as agriculture, BPO, and green construction informed employment strategies. The implementation of ROAM-X indicators (Rights, Openness, Accessibility, Multi-stakeholder participation, cross cutting) across five countries provided a digital access baseline. These evidence-based policy and labour market interventions are expected to especially benefit youth, given the demographic structure of Pacific Island nations (ILO, 2024).

The first half of 2024 saw major policy milestones, with validation workshops held for digital policies in Vanuatu and Tonga, and reviews underway in Fiji and Solomon Islands. Localized broadband access and digital literacy assessments were conducted in remote areas, engaging over 100 residents and resulting in finalized reports. Digital literacy training and the ongoing Smart Islands project in South Malekula brought tangible community benefits, such as e-learning and telehealth services. The JP also made strides in digital infrastructure, initiating smart classrooms and ICT hubs.

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The JP has reported significant contributions to national policy environments and development strategies. It facilitated revisions to national employment policies, informed budget allocations for digital infrastructure, and supported legislation that aligns with human rights and inclusive digital transformation. (ILO, 2024e).

In 2025, work has ramped up with the ASI receivers beginning installation, first in Tuvalu and then Fiji (time of this report). ITU/UNOPS work in policy development continued with multiple stakeholder consultations in Solomon Islands, Tonga and Fiji. In April, the Fiji National Digital Strategy 2025 to 2030 was launched. This aligns with Fiji's broader development agenda, the National Development Plan 2025 to 2029 and Vision 2050. It also reflects Fiji's commitment to transforming its social economic landscape by announcing the power of digital technologies [Fiji Gov]. In Tonga, the Infrastructure Sharing and the Universal Access Policy were finalised [Tonga Gov].

In Tuvalu, UNODC supported community awareness training in April 2025. This brought together fishers, local leaders and enforcement staff to build community and agency capacity in recognizing and addressing suspicious activity.

2.4 Contributions, role of ILO, project partners and other stakeholders

The JP was implemented through diverse modalities, leveraging the unique strengths of each participating agency. OHCHR contributed through staff deployment, UNOPS and UNODC focused on procurement, while ILO, UNESCO, and ITU provided technical expertise. The agencies also operated with significantly different budget sizes. Although coordination mechanisms among the PUNOs and with the Resident Coordinator's Office (RCO) was in place, the level of progress in terms of commitments and expenditures varied considerably across agencies (ILO, 2023c).

To achieve the JP objectives, PUNOs, led by ILO, were tasked to work to mainstream human rights, particularly the rights to sustainable development, economic participation, and cultural rights, into joint initiatives aimed at promoting access to employment, social protection, and digital services for all islanders, without discrimination. In addition to ILO's contributions to programming, UNESCO, ITU, UNOPS, UNCHR and UNODC also delivered programmatic elements.

3 Evaluation background

3.1 Purpose and scope

The purpose of the evaluation is to ensure accountability to key stakeholders of the JP, including the donor, the UN Joint SDG Fund, and to foster learning among stakeholders and participating UN organisations (PUNOs). Insights and information gathered from this evaluation will guide the design and implementation of future similar initiatives.

The objectives of the evaluation are to:

- ✓ Assess achievements: Evaluate the extent to which the JP has achieved its expected outcomes and results across various target groups, including those marginalised, identifying success factors and challenges
- ✓ Identify unintended results: Highlight any unexpected positive or negative outcomes of the JP and how results may impact different groups in the population
- ✓ Evaluate relevance: Analyse the alignment of the JP's design and implementation with the UN SDGs, relevant strategies, national development plans, and ILO frameworks
- ✓ Judge sustainability: Assess the likelihood of sustaining the JP's outcomes over time
- ✓ Provide recommendations: Offer actionable recommendations to stakeholders to enhance sustainability and support further development of the JP outcomes
- ✓ Document lessons learned: Identify good practices and lessons to inform national stakeholders, the resource partner, the ILO, and other PUNOs for future interventions.
- ✓ The users of the evaluation are captured in Table 1, mapped against the anticipated use of the final Evaluation Report.

The scope of the evaluation is for work done between 2022 and the end of April 2025. Countries in focus through in country data collection were Fiji, Solomon Islands, Tonga and Vanuatu. Tuvalu stakeholders were consulted remotely. This approach was chosen as the work in Tuvalu to date was designed to be more limited for the majority of agencies. KEQs have guided the stakeholders consulted and analysis which follows.

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3.2 Clients of the evaluation

The primary clients of this evaluation are the SDG Fund, the ILO Evaluation Office in Bangkok, the ILO Country Office and UN Multi Country Office Fiji in Suva and ILO constituents in Fiji, Tonga, Solomon Islands, Tuvalu and Vanuatu. This evaluation should also benefit project partners, recipients of capacity building support – such as communities and ultimate beneficiaries (those living remotely, women, migrant workers, ethnic minorities, PWDs).

Table 1: Evaluation utility

Primary and Secondary Intended Users	Primary Intended Use			
	Learning and Knowledge Generation	Strategic Decision Making	Accountability	Capacity Development and Mobilisation
ILO	X	X	X	
PUNOs other than ILO	X	X	X	
UN Multi Country Office Fiji (RCO)	X	X	X	
Beneficiaries (individuals)	X			X
National governments	X	X	X	X
Civil Society Organisations (CSOs)	X			X
Private sector partners	X	X		X
Labour organisations	X	X		X
SDG fund	X	X	X	

4 Criteria and key evaluation questions

Sub-questions were developed to understand the details within these high level questions. A full listing is in the Evaluation Matrix (Appendix 1). The evaluation is overall summative. As participatory and as far as possible a gender sensitive perspective was applied to ensure that relevant stakeholders' views and realities are reflected in the evaluation. The evaluation follows UNEG Ethical guidelines and utilize the OECD/DAC criteria framework as a reference and uses key evaluation criteria outlined in the ILO's Evaluation Policy: relevance, coherence, effectiveness, efficiency, impact, and sustainability. Additionally, the validity of the design and the JP's inclusivity were tested. The evaluation analyses the JP's progress and achievements against defined outcomes and outputs as described in the Logical Framework.

A set of guiding questions have been based on those provided for in the evaluation ToR. The KEQs questions are:

- ✓ To what extent were interventions appropriate and effective for the target groups based on their needs? (Relevance)
- ✓ How coherent is the design and implementation considering all PUNOs, SIDS' priorities, tripartite stakeholders and the work of other programs? (Coherence)
- ✓ To what extent is the JP design and ToC valid and realistic? (Design Validity)
- ✓ To what extent have the JP interventions achieved their intended outputs and outcomes? (Effectiveness)
- ✓ How well has the JP been delivered in terms of operational processes, monitoring and on time delivery? (Efficiency)
- ✓ How has the JP impacted the generation of decent work and productive employment, enhanced existing capacities and built resilience in an environmentally sustainable way? (Impact)
- ✓ To what extent will the benefits of the JP work continue after project support ends? (Sustainability)
- ✓ To what extent has the JP promoted and delivered gender equality and disability inclusion and non-discrimination? (Cross-cutting)

The evaluation questions each include sub-questions (see Attachment 1) and integrate crosscutting themes of the ILO. A particular focus was put on assessing to what extent JP promoted and delivered gender equality and disability inclusion and non- discrimination. The cross-cutting question was further expanded to include three sub-questions:

- ✓ To what extent has the JP protected human rights and promoted international labour standards?
- ✓ To what extent has the JP facilitated and strengthened social dialogue through its delivery?
- ✓ To what extent has the JP improved environmental sustainability?

Recommendations and lessons learned (Appendix 3) also form part of this report.

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5 Methodology

5.1 Evaluation approach

Mixed methods (quantitative and qualitative data collection methods, and analytical approaches) were used to provide evidence-based information that is credible, reliable, and useful. Qualitative data sources included documentation and interviews. Quantitative data included that reported through country statistics and the JP Logical Framework.

The evaluation team ensured inclusive and culturally appropriate participation by utilizing a human-centered approach. The evaluation design ensured that human rights and gender equality values are respected, addressed and promoted. Consultations were conducted with consent, independent of UN agencies and conducted in private. The evaluation applied a 'do-no-harm' approach. Inputs in this report have been de-identified.

The evaluation conforms to guidelines and standards set by the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016), the UNEG Code of Conduct for Evaluation in the UN system (2008), UNEG Ethical Guidelines for Evaluation (2020), UNSWAP Evaluation Performance Indicator (2018), and UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014).

5.2 Data collection and analysis

The methodology was designed to address the KEQs through credible techniques for data collection and analysis. A document review followed initial consultations with PUNOs and the Evaluation Office using semi-structured interviews. These allowed for authentic perspectives without leading. The evaluation further consulted with national governments, private sector and labour organisations, civil society and government agencies like the police. The individuals consulted within these groups were selected purposefully to best represent the population likely to have been impacted by the programme. Stakeholders were selected based on their relevance to the programme and to represent a cross-section of beneficiaries. Initially this list was provided by PUNOs. It was then supplemented through the stakeholder mapping exercise completed at Inception and through snowballing of contacts during data collection. All inputs were disaggregated by location, gender, age and disability.

This report is based on:

- A document review (approximately 46)
- Interviews with 55 stakeholders (79 requested); note that 60 were planned for at inception.
 - Twenty potential participants declined to be interviewed, did not attend the scheduled meeting or have not responded to an invitation to participate. A further four potential participants have moved roles, relocated overseas or retired and forwarded our invite to current colleagues. Incremental stakeholders were identified through referrals with those consulted and the evaluation team's local knowledge.
 - Representation was 58% male/40% female and the balance unidentified; no stakeholders identified as living with disability and most were aged between 45 and 60 (57% of those who responded to this question)
 - See Appendix 8 for a full listing of stakeholders, their organizations and roles
 - See Appendix 7 for the interview templates used.

Table 2: Stakeholder details

Status	Vanuatu [1]	Fiji [3]	Tonga [1]	Tuvalu [2]	Solomon Islands [1]	PUNO/RCO [2]	Grand Total
Declined	1	5	3		1	1	11
Interview completed	9	6	7	5	13	15	55
No response / no show		2	2	5			9
Other *	1	1			2		4
Grand Total	11	14	12	10	16	16	79

* Potential participant responded but deferred to others

[1] Conducted in-person

[2] Conducted remotely

[3] A hybrid approach to consultations

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The documents reviewed included the following:

- Budget information
- Prodoc and Logframe
- Contracting information, acceleration plan document
- National Development Strategies
- Annual and Semi-Annual Program Reports
- National policies
- Meeting minutes
- Publicly available documentation and communication products.

See Appendix 9 for a full listing.

To ensure maximum validity, reliability of data (quality) and promote the evaluation's use, the evaluation analysis has triangulated findings across various data sources where possible. This report compares where findings reinforce each other across documentation and interviews and where they are in conflict.

Documentation and interview transcripts were coded against thematic areas and the KEQs. Monitoring data was analysed to draw out conclusions over time, particularly to respond to the Effectiveness and Impact questions in the evaluation.

Synthesis of data was against each of the evaluation criteria:

- ✓ Effectiveness and Design Validity analysis compares achievements against Outcomes as defined in the ToC. Unexpected results and the barriers and enablers to achieving results were also considered.
- ✓ Cross-cutting analysis tested the extent to which programme activities were inclusive, respectful, participatory with consideration of the contextual power and gender relations.
- ✓ Impact, Relevance, Coherence, Efficiency and Sustainability have been analysed through synthesis of data and discussion against KEQs. The conclusions drawn about programme effectiveness will contribute to this analysis.
- ✓ Efficiency conclusions consider achievement against plans and the operational barriers and enablers.

The evaluation team has validated findings through an Initial Findings document distributed on 28 April and through a stakeholder meeting on the 8 May. The latter included SIDS' stakeholders, PUNOs and the Evaluation Office.

5.3 Limitations

Six stakeholders approached were not familiar with the programme either as a JP or with the name 'Advancing SDGs', despite all in this category having been recommended by the JP team. Where this happened, the team prompted asking for any work in partnership with UN agencies, however in reality, there are countries where work has been very limited or potentially not yet started (UNODC work with AIS receivers for instance which has largely gained momentum as data collection was finishing). The evaluation team has included inputs received from these stakeholders, however in some cases it is very limited.

Lastly, many of the documents are self-reported and may be biased or are not cleared for release, for example national digital strategies developed with support of ITU/UNOPS. As a compromise, the team has been able to validate that consultations have occurred and the drafts developed and has been able to review one co-developed document, the Fiji National Digital Strategy (Ministry of Trade, Co-operatives, Micro, Small and Medium Enterprises and Communications, 2025, p. 6).

The evaluation had some limitations when addressing DAC criteria related to sustainability and impact, as some interventions are about to or have just finished and up to now, no impact studies or surveys have been made.

It is worth noting that the programme has continued to deliver results beyond the scope of the evaluation data collection phase. The evaluation recognizes that results reported here have likely been improved during the escalation of work effort as the JP draws to a close by 31 May 2025.

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6 Evaluative findings

In each of these sections, the key questions are listed. Each are addressed in the discussions following.

6.1 Relevance

- ✓ To what extent were interventions appropriate and effective for the target groups based on their needs; i.e. for the public sector, private sector and donors, recipients and beneficiaries in the five Pacific SIDS?
 - To what extent does the JP respond to the needs of the tripartite constituents, recipients and beneficiaries in the five Pacific SIDS?
 - To what extent does the JP contribute to respective country development frameworks in the five Pacific SIDS?
 - Are JP partners and target beneficiaries satisfied with the quality of JP deliveries?

The JP demonstrates strong responsiveness to the needs of tripartite constituents—the public sector, private sector, and donors—within the five Pacific SIDS. This is reflected through demand-driven, collaborative initiatives spearheaded by the ILO that tackle critical regional challenges, particularly youth unemployment and skills shortages. Examples such as Tonga’s Quality Apprenticeship Programme in Cookery and Fiji’s SEEP highlight the JP’s ability to foster effective cooperation among key stakeholders. These programs have been successful in promoting education-to-employment pathways and are indicative of robust tripartite engagement. Government and UN sources emphasized the programme’s relevance to national security, especially through maritime domain awareness, supporting economic and social development [UN, Vanuatu Gov, Tonga Police/Marine].

Documentation reports that the JP shows strong responsiveness to the needs of tripartite constituents, the public sector, private sector, and workers, across the five Pacific SIDS. This is achieved through ILOs work delivering collaborative, demand-driven initiatives that target priority issues such as youth unemployment and skills shortages. Notable examples include Tonga’s Quality Apprenticeship ‘Programme in Cookery’, demonstrating country value through its co-funding by the government and ILO (Addressing skills shortages and high youth unemployment through cookery apprenticeships in Tonga, 2024; Tonga Chamber of Commerce and Industry Inc., 2024), and Fiji’s SEEP initiative (Ganivatu, 2024), which bridges education and employment by engaging ministries, private sector entities, and the ILO.

Regionally, the JP’s integration with other programmes, such as ITU/UNOPS work in alignment with the Smart Island Project in Tonga, highlights its role in addressing shared digital and infrastructure challenges (Stan Ahio, 2024). Country stakeholders identified the benefits that improved connectivity has brought to communities like students access to education tools and research [Tonga Government]. These efforts contribute to broader economic and social development goals across the Pacific, reinforcing the JP’s alignment with both national and regional agendas. Similarly, national policies like Tonga’s Employment Policy and Fiji’s youth employment programmes are actively supported by the JP interventions that aim to build resilience and expand economic opportunities [PUNO]. Appendix 5 shows details of how the JP design aligns with country development frameworks demonstrating value through alignment with national priorities.

However, consultations have highlighted the growing recognition of the need to consider local context as a cross-cutting theme, which, when better integrated, could further improve programme relevance, sustainability, and accessibility. Misalignment Between the JP activities and national or community-level SDG priorities were identified:

- No government stakeholders consulted associated project work with national SDG reporting or targets; this misalignment affects monitoring, evaluation, and strategic alignment of the initiatives with national development plans.
- The programme was perceived as driven more by access to SDG funds than by a coherent SDG-aligned strategy [PUNO].

These insights point to the JP’s need to continue to evolve responsiveness and collaboratively refine and tailor interventions to the unique contexts of the Pacific SIDS. [Solomon Island Government, Tuvalu Union, Tuvalu Workers’ Group].

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6.2 Coherence

- ✓ How coherent is the design and implementation considering all PUNOs, SIDS' priorities, tripartite stakeholders and the work of other programs?
 - To what extent do all six PUNOs involved in the JP work in a coherent manner to achieve the project objectives?

Over the course of implementation, the JP has improved internal coherence through strengthened mechanisms such as revisions of the results framework, joint accountability processes, and regular communication through meetings and reporting. These structural improvements aim to enhance responsiveness to changing national priorities and reinforce transparency and collaboration among participating agencies. These mechanisms have helped foster consistent UN communication, though they have not always been translated into unified or harmonized delivery [PUNO].

There have been some notable synergies emerged where agencies shared responsibilities effectively and maintained accountability: (i) ITU and UNOPS have demonstrated effective collaboration with clear project accountability [PUNO]; (ii) UNESCO, ITU, and ILO advanced digital literacy with various workshops in Fiji, offering a model of integrated efforts in the digital sector [PUNO]; (iii) UNESCO, and UNODC collaborated in Vanuatu to address youth employment, skills development, and rule of law, helping to deliver multi-dimensional SDG outcomes, although the pace and complexity of funding across agencies hindered full effectiveness [Vanuatu Gov].

Despite improvements over time, coordination remains uneven, with fragmentation, limited harmonisation, and siloed operations [PUNOs]. In Fiji, while ILO, UNODC, and OHCHR collaborate, education, and human rights, the collaboration still faces integration challenges [Fiji Gov]. In Solomon Islands, coordination was described as "helpful but not harmonised", with UNODC reported as being less involved, leading to inefficiencies [Solomon Islands Gov]. At an operational level, agency-specific financial reporting and activities continue to reflect internal agency priorities more than JP-wide coherence [PUNO].

The evidence suggests that structural improvements (e.g., meetings, frameworks) have laid a foundation for stronger coherence, but in practice, these are not always enough. Successful harmonization appears contingent on dedicated coordination efforts (e.g., joint activities, shared accountability frameworks), timely resourcing and staffing, and genuine inter-agency collaboration that goes beyond informing and into co-planning and joint delivery.

Coordination has at times faltered due to logistical, bureaucratic, and resource-related challenges. UNESCO and OHCHR faced geographic challenges and delays due to staffing turnover and slow recruitment, affecting planned collaboration with ILO and UNODC [PUNO]. Despite delays and turnover challenges, UNESCO's participation was rather active in the project, however efforts to integrate human rights considerations in the digital space with ITU and ILO fell short due to resource and time constraints [PUNO]. Attempts to coordinate ITU/UNOPS Smart Island projects with UNODC's AIS receiver installations struggled to align due to mismatched operational needs [PUNO]; there is only one common location (Rotuma, Table 3). When seeking to identify the common locations, it was clear that this has not been regularly reported; information was not in annual or semi-annual reports or identified through PUNO consultations.

Table 3: Mapping of Smart Island and AIS receiver locations

Country	Island	Smart Islands	AIS receivers
Fiji	Rotuma Island	✓	✓
	Kandavu Island		✓
Solomon Islands			
	Tongatapu Island		✓
	Vavavu Island		✓
Tuvalu	Hunga Island	✓	
	Funafuti Island		✓
	Nanumea Island		✓
Vanuatu	Villa Island		✓
	Malekula Island	✓	✓
	Tanna Island		✓

SOURCES: 2024 annual report (ILO, 2025) and summary of delivery locations for AIS Receivers (UNODC).

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Consultations in Solomon Islands and Tonga highlighted the JP's role in facilitating collaboration among governments, employers, and unions—particularly around policy development and workforce training. Workers' groups in Tonga view tripartite engagement as effective for building relationships, clarifying issues, and advancing informal worker representation. In Solomon Islands, the Workers' Union note that work through the JP has enhanced their ability to engage with government and the private sector. However, feedback from Tuvalu's Seafarers Union and the Tuvalu National Private Sector Organisation (TNPSO) indicated limited or no engagement with the JP, with stakeholders instead relying on support from initiatives through other international partners.

In contrast, the lack of joint activities across PUNOs exacerbated this when there were disconnects and siloed implementation across Government ministries:

- In Tonga, for example, the Smart Island project (under MET (Meteorological office) and E-Government initiatives (under Program Management Organisation) were unaware of each other's work.
- In the Solomon Islands, the Ministry of Communication was consulted for digital policies instead of the more technically relevant Information Technology unit (Information, Communication and Technology Support Unit, ICTSU).
- Some interviewees noted that even within the UN, different agencies repeated similar activities without learning from each other or leveraging existing efforts. This includes agencies not directly involved with the JP.

Regionally, the JP aligns closely with other multilateral efforts, such as the Smart Island Project in Tonga, supporting digital infrastructure development and broader economic goals. It also actively supports national frameworks like Tonga's Employment Policy and Fiji's youth employment strategies, contributing to enhanced resilience and expanded economic opportunities. By integrating with existing initiatives and adapting to national and regional priorities, the JP enhances its relevance and effectiveness across the Pacific.

However, some SIDS' government officials expressed uncertainty about the JP contributions to national strategies like Solomon Islands National E-Commerce Strategic Framework or Digital Transformation Policy, with unclear visibility on whether JP activities align with or duplicate efforts by UNCDF or UNITAR [Solomon Islands Gov]. While unclear for country stakeholders, PUNO consultations noted that ILO is co-implementing entrepreneurship training in Solomon Islands with UNCDF to harness synergies. Concretely, UNCDF is promoting expansion of Solomon Islands' Telekom Agent Network to expand access to digital money in outer islands. Telekom are rolling out Entrepreneurship training and training on business formalization in parallel to ensure that access to money and formalization go hand in hand.

Vanuatu and Tonga have shown interest in incorporating JP recommendations into their digital strategies. However, successful implementation depends heavily on national government commitment and sustained external technical and financial support [PUNO].

6.3 Design Validity

- ✓ To what extent is JP design and ToC valid and realistic?
 - Is the Theory of Change of the JP adequately described and is there a clear logic across the results levels?
 - Is the JP realistically designed in terms of the expected outcomes, outputs and activities given the time and resources available?
 - To what extent are indicators and results of the JP measurable? (Previously in Efficiency section)
 - To what extent does the JP integrate cross-cutting themes in the design?
 - To what extent does the design align with plans to achieve the SDG targets and the UN Pacific Strategy?
 - To what extent is sustainability taken into consideration during the JP implementation? Does the JP have an exit strategy?

The structural challenges identified in the 2022 ProDoc continue to remain relevant for Pacific SIDS in 2025, with ongoing labour shortages, digital infrastructure gaps, and heightened vulnerability to climate and economic shocks; particularly impacting tourism-reliant economies and marginalised groups. While national efforts like Fiji's Digital Strategy show promise, persistent digital exclusion underscores the need for a resilience- and rights-based approaches. However, the JP's design was weakened by an incoherent ToC, limited integration across PUNOs, unrealistic indicators, and inconsistent stakeholder engagement, which undermined alignment with national priorities and SDG reporting. External shocks and operational delays further affected delivery. Future initiatives must ensure stronger early engagement with technical ministries, more adaptive and realistic planning, and better integration into national systems to build lasting, inclusive impact.

The problem definitions outlined in the 2022 ProDoc remain largely relevant in 2025, as SIDS continue to face persistent structural challenges that hinder inclusive growth and resilience. Key issues include widespread labour/skills shortages, poor digital infrastructure, and heightened vulnerability to climate events and recovery from external shocks like COVID-19. Countries such as Fiji, Tonga, and Vanuatu have endured repeated natural disasters and economic disruptions, particularly in tourism—a critical sector—leading to GDP declines and

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increased job insecurity. These conditions have further marginalised vulnerable groups and intensified social and economic disparities across the region.

The impact on micro, small, and medium enterprises has been particularly harsh, especially in tourism and creative industries. Women, youth, and rural populations continue to face unequal access to opportunities, with women often overrepresented in informal, low-paid work and disproportionately affected by unpaid care responsibilities. The digital divide exacerbates these inequalities, limiting participation in the digital economy. Although efforts such as Fiji's National Digital Strategy 2025–2030 aim to address these challenges, barriers like limited connectivity and low digital literacy persist, particularly for women and youth in remote communities. To address these interconnected issues, a resilience- and rights-based approach remains essential. Strengthening social protections, investing in inclusive digital infrastructure, and aligning with global human rights and sustainability frameworks are critical next steps. Reinforcing its relevance, the JP design aligns with the Blue Pacific Strategy 2050¹ through the Technology and Connectivity and Resource and Economic Development Thematic areas. It also supports SIDS delivery of SDGs however many SIDS stakeholders did not recognize a direct link between the work being done under the JP and inputs their SDG reporting.

However, the ToC underlying the ProDoc is underdeveloped, lacking clarity in causal pathways and output-level activities. The ToC lacked coherence and operational clarity. Activities across PUNOs did not synergize or reinforce one another, and the project document was vague with no clear outcome framework or activity-level budgeting [PUNOs]. Design challenges included limited stakeholder consultation and disjointed planning, leading to weak integration with national priorities [Solomon Islands Gov]. In the case of the Digital Transformation Strategy, ITU consulted with the Ministry of Communications and Aviation (MCA) and the Ministry of Health and Medical Services during development however did not consult ICTSU or Education and Human Resource Development until recently with ICTSU's inclusion in consultations in early 2025 [PUNO]. On a positive note, as the programme draws to a close, there has been an escalation of consultations across Fiji, Tonga and Solomon Islands².

Misalignments between the ToC, log frame, and graphic representation create ambiguity, and limited stakeholder consultation has weakened coherence with SDG targets and national development goals. To enhance effectiveness, the JP's design must be more robustly articulated and better integrated into local planning frameworks. The log frame includes outputs and 36 indicators which seems a large number to track; the evaluation team recommend 25 is a more manageable number. Disaggregation entries do not have targets. Some indicators, particularly those for longer term results do not have results (e.g. Outcome 1.1. integrated multi-sectoral policies have accelerated SDG progress in terms of scope which is an SDG Fund prescribed indicator). It is suggested that more accessible and relevant indicators (SMART = Specific, Measurable, Achievable, Relevant and Time-bound) be used in any future programming in order to track these results robustly.³ For example this standard SDG fund Indicator, which PUNOS are required to report on is unlikely to show any movement over a two-year programme which has to first develop or revise a policy.

Outcomes have been seen as unrealistic by some PUNOs, with major constraints like delays, contract inflexibility, and bureaucratic bottlenecks [PUNO]. In terms of delivery modality, remote support and lack of embedded technical expertise reduced the contextual relevance. Embedding international consultants with local counterparts was recommended to address these issues [Solomon Islands Gov]. Some environmental factors (e.g., 2023 Cyclone Lola, 2024 Vanuatu earthquake) also caused delays, contributing to the programme's no-cost extension into 2025 [PUNO].

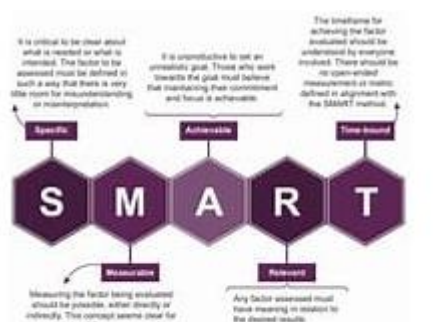
While the initial design included limited funding for cross-cutting themes, implementation was able to promote Gender Equality, Disability, and Social Inclusion (GEDSI) visibly [PUNO, Fiji Gov]. Other positive examples include:

¹ PIFS-2050-Strategy-Blue-Pacific-Continent-WEB-5Aug2022-1.pdf

² Solomon Islands (March 2025), https://www.linkedin.com/posts/itu-regional-office-for-asia-and-the-pacific_successful-stakeholders-consultation-meeting-activity-7297465502027722755-znRU/; Tonga (May 2025) https://x.com/UNODC_MCP/status/1919230375001567475; Fiji (April 2025) https://x.com/UNODC_MCP/status/1917455907321213040

³ Knowledge Byte: Leveraging the SMART Approach | ITpreneurs

Figure 3: SMART Indicators



SOURCE: Knowledge Byte: Leveraging the SMART Approach

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- Support for women entrepreneurs and PWDs in Vanuatu [Vanuatu Gov].
- GEDSI integration into workplace settings and legal/policy frameworks in Fiji and Solomon Islands [Fiji Gov, Solomon Islands Gov].
- Collaboration with traditional and faith-based leaders to tackle cultural barriers [Fiji Gov].

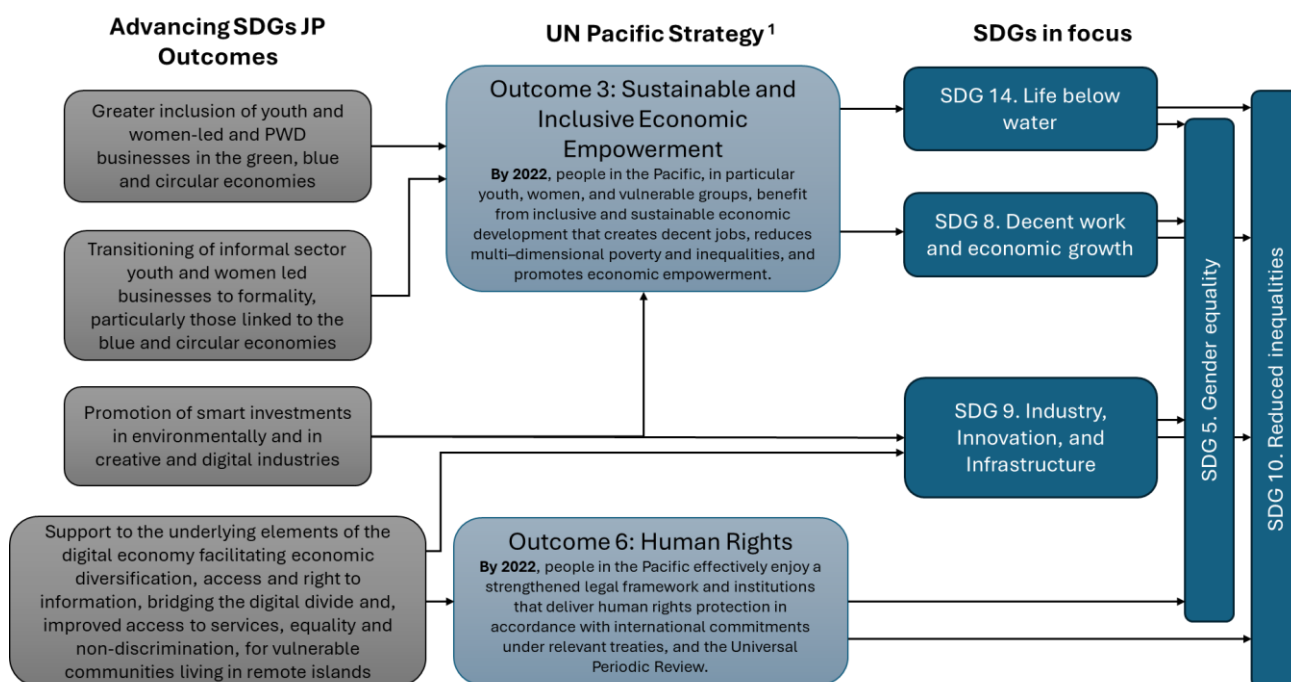
There were efforts to engage local communities through awareness campaigns and participation in digital literacy and entrepreneurship training [PUNO, Vanuatu Gov]. However, stakeholder feedback stressed the need for wider and more inclusive consultations beyond capitals like Honiara [Solomon Islands Gov].

Conceptually, the JP aligns with key SDGs: SDG 8 (Decent Work), SDG 9 (Innovation & Infrastructure), SDG 14 (Oceans), SDG 16 (Institutions). Practically, the alignment between these and in country work was mixed:

- Strong alignment noted where national ministries understood and incorporated SDG goals into planning (e.g., Vanuatu NSDP alignment) [Vanuatu Gov].
- Weak alignment seen in overlooked national strategies like the Health ICT Strategy or lack of intersectoral integration such as the incumbent ICT services unit [PUNO, Solomon Islands Gov].

The UN Pacific Strategy Outcomes align well with the JP design except that those UN Strategy results quoted in the ProDoc propose achievements by 2022, which is when the JP commenced. There is strong alignment with UN Pacific Strategy 3 through three of the four JP Outcomes; the fourth relates to Strategy Outcome 6 and SDGs 5 and 10, despite no overt reference to digital transformation in the latter two. Note that SDGs 5 & 10 apply across all results. See Figure 4 which demonstrates linkages.

Figure 4: Mapping of JP, SDGs and UN Strategy



¹ <https://www.undp.org/samoa/publications/united-nations-pacific-strategy-2018-2022#:~:text=The%20UNPS%202018-2022%20is%20a%20multi-country%2C%20outcome%20level%2C,to%20support%20the%2014%20PICT%20across%20the%20Pacific.>

Although not part of the original design, the current UN Pacific Sustainable Development Cooperation Framework (2023 – 2027)⁴ also aligns strongly with the JP design; specifically in its Outcome 3, Prosperity:

- Sub-outcome 3 Transformation of agri-food systems
 - SDG 14.b.1 Degree of application of a legal/ regulatory/ policy/institutional framework which recognizes and protects access rights for small-scale fisheries
- Sub-outcome 6 Bridging digital divide
 - SDG 9.c.1 Proportion of population covered by a mobile network, by technology

⁴ https://pacific.un.org/sites/default/files/2023-06/9669_UNSDF_pacific_A4_01.05.23_WEB_version_LR_3.pdf

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and Outcome 4, Peace:

- Sub-outcome 2 Inclusive political, structures and processes for human security and social cohesion and dialogue
 - SDG 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
- Sub-outcome 4 Equal opportunities for decent jobs and livelihoods
 - SDG 8.5.2 Unemployment rate, by sex, age and persons with disabilities

The success of the project in the Pacific region hinged on several key assumptions, including strong national political will, sufficient financial and technical resources, and continuous support from the ILO and UN agencies. It also assumes governments will adopt and sustain digital policy frameworks, support Smart Island connectivity, and engage investors to expand infrastructure and services. These assumptions have not always been mitigated in the implementation. For instance, in the case of UNODC, there has been very little engagement with national Government IT groups, outside of the Navy /Marine and police sub-sectors. Therefore, an assumption that interventions will be sustained may not materialize. Another example is the ITU/UNOPS Digital Transformation Policy work in Solomon Islands which has not had the engagement of the national ICT Services Unit until 2025. Without this, other assumptions, like strong political will have been found lacking in consultations. Sustainability is considered through community engagement, local consultant usage and the development of an exit strategy for some work, for instance the Quality Apprenticeship Transformation program delivered jointly with Fiji National University and Global Apprenticeship Network Australia or the Tonga National Apprenticeship Policy. However, resource and capacity constraints, combined with high fluctuations in donor funding in SIDS challenge ongoing feasibility [Vanuatu Gov, 3 Fiji Gov stakeholders, Fiji Employers' Group, PUNO]. Another positive example includes: Integration of AIS into Fiji Navy's operations and maritime strategy [Fiji Gov].

Operational plans have been established with all the three digital hubs that were created in Vanuatu, Fiji and Rotuma ensuring continued operations and sustainability post-handover. In contrast, UNODC has engaged with security stakeholders such as the Tongan Navy in their AIS receiver work but failed to engage national ICT Units or Departments who integrate all ICT systems nationally [PUNO].

Sustainability would be strengthened if technical ministries are engaged during design for better alignment and ownership [Solomon Islands Gov], if policies without implementation mechanisms or transition phases in place were avoided [Solomon Islands Workers' Group], by considering provincial and local-level participation from the design phase [Solomon Islands Gov] and through prioritizing realistic planning, local expertise pairing, and adaptive designs that allow for environmental and contextual shifts. See the sustainability section for further details on this topic.

6.4 Effectiveness

- ✓ To what extent have the JP interventions achieved their intended outputs and outcomes? ToC outcomes (note that no outputs are included in the ToC):
 - Inclusion of youth and women-led and PWD businesses in the green, blue and circular economies
 - Promotion of smart investments in environmental, creative and digital industries
 - Transitioning of informal youth and women-led businesses to formality, particularly those linked to the blue and circular economies
 - Support the underlying elements of the digital economy facilitating economic diversification, access and right to information, bridging the digital divide and, improved access to services, equality and non-discrimination, for vulnerable communities living in remote islands
- ✓ Describe any unexpected results. What caused these?
- ✓ What are the factors which affected the achievements or failure to achieve the expected results?

Stakeholder feedback reveals a generally positive perception of the JP's contributions, particularly in areas like business training, sectoral development and employment promotion and labour standards. However, challenges persist, including limited stakeholder consultation, fragmented implementation, and low awareness in some areas, which affect the depth of engagement and national ownership. Agencies like Ministry of Foreign Affairs and External Trade (MFAET), in Solomon Islands, noted limited awareness of programme-specific contributions, which hinders their capacity to represent national progress internationally. The TNPSO emphasized the need for funding for translation, staff capacity, and incubators to support small businesses. While they attend ILO training, they feel their strategic needs are unmet [Tuvalu Workers' Group]. ILO was able to confirm that there was a mission to Tuvalu where TNPSO was consulted about priorities and the primary request from government was for access to Australia Pacific Training Coalition training and for more business entrepreneurship training (both provided). However, country stakeholders do not always have the capacity to participate in activities. Future project design

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could allocate more funding allocated to workers' and employers' organizations' internal institutional strengthening needs to overcome their challenges and allow them to participate better in activities.

Bypassing national ministries can undermine long-term sustainability. Furthermore, stakeholders emphasize the need for greater local contextual integration and improved inclusivity to enhance programme relevance and impact, urging ongoing evolution and contextual adaptation of JP interventions.

Theory of Change outcomes:

- **Inclusion of youth, women-led and PWD businesses in the green, blue and circular economies**
- **Promotion of smart investments in environmental, creative and digital industries**
- **Transitioning of informal youth and women-led businesses to formality, particularly those linked to the blue and circular economies**

Monitoring data shows that results in this area are typically on or above target; only six of 24 were below target in 2024 against targets for the same year. See Appendix 2 for analysis of all indicators. Outcome indicators 1.1 and 1.2 have recorded no results, targets or baselines, however it can be seen that other outcome level indicators have been tracking well, for instance:

Table 4: Indicator summary, Outcome 1

Indicator	ABOVE/ BELOW TARGET	Results
1 No of cross-cutting or sectoral job-creation measures identified/planned/undertaken by the governments of Fiji, Solomon Islands, Vanuatu, Tonga, and Tuvalu (measures include policy formulation, legal changes affected, policies and plans that have begun to be implemented, solutions piloted and/or changes to institutional structures).	ABOVE TARGET	2024 achieved 6 against a target of 5
2 No of MSMEs (youth, women, PWD owned) existing MSMEs who have implemented measures to improve business resiliency / growth following the completion of the activity AND No of new MSMEs (youth, women, PWD owned) that were founded, incubated etc. who still exist six months following their creation	ABOVE TARGET	2024 achieved 70 against a target of 25 (35 women owned, 20 youth owned, none owned by PWD)

Entrepreneurship programs, labour market development

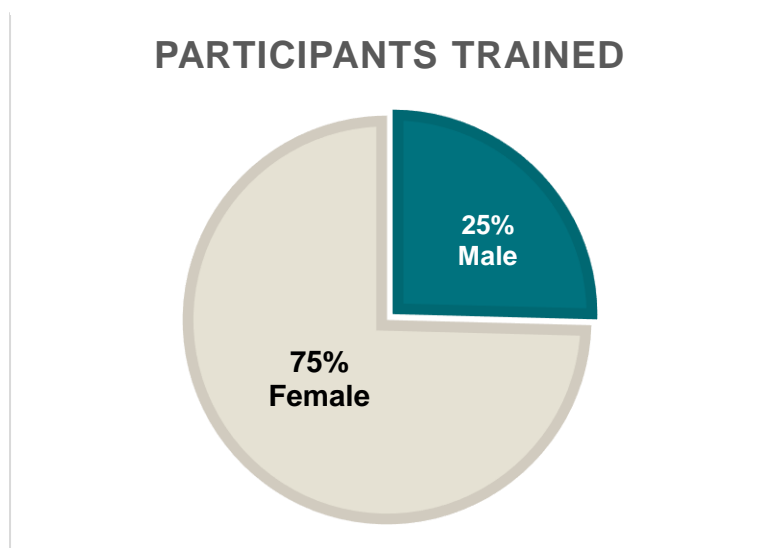
In 2024, The JP supported a range of entrepreneurship programs in the green and digital sectors, directly benefiting over 400 small businesses across Fiji, Solomon Islands, and Vanuatu, with a focus on promoting inclusion for women, youth, and PWDs. Business training and accelerator programs were conducted across Fiji, Solomon Islands, and Vanuatu [PUNO]. These efforts included sectoral training and business accelerator initiatives designed to boost capacity and market access for emerging entrepreneurs. Significant progress was made in transitioning youth- and women-led informal enterprises—especially in creative sectors like music—into formal businesses with support from the SDGs agenda [Vanuatu CSO]. However, inclusion is challenged by social norms, particularly in creative industries. Efforts were made to promote access and visibility for PWDs and encourage women's participation [Vanuatu CSO].

The JP enabled a variety of job creation measures. Cross-sectoral entrepreneurship training, delivered in partnership with UNESCO and the ILO, reached 66 participants in 19 organisations who in turn trained 1163 aspiring entrepreneurs and SMEs (48% of which were women-led) across Fiji, Solomon Islands, Tuvalu, and Vanuatu. Additional support included training for 120 cultural sector artists on copyright and IP, launching of the first Collective Management Organization (CMO) in Solomon Islands, and initiating the creation of the first CMO in Vanuatu and the first Pacific collective management organization for producers in Fiji. In Fiji's outsourcing sector, working conditions were reviewed and a code of conduct was developed to improve workforce retention. Fiji's Human Rights and Anti-Discrimination Commission led national campaigns linking human rights to climate change, disability rights, and gender equality [Fiji Gov]. Climate-linked human rights impact assessments across 27 villages exposed community resilience gaps and raised awareness of environmental vulnerabilities [Fiji Gov].

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Figure 5: ILO Training data (n=1,162)



The JP has reported a contribution to a more coordinated and evidence-based approach to labour market development across Pacific SIDS. Working in partnership with governments and private sector actors, ILO, through the JP, supported labour market diagnostics and eight sectoral skills needs assessments across Fiji, Tonga, Vanuatu, and Solomon Islands. These focused on strategic sectors such as culture, outsourcing services, tourism, and manufacturing. Labour Force Surveys in Tonga and Fiji also enabled detailed disaggregated data analysis by age, gender, disability, and occupation. Union capacity was strengthened through ILO-supported training, leading to increased membership and more active participation in pre-departure orientations and advocacy work in Australia and New Zealand [Fiji Workers' Group, Solomon Islands Workers' Group].

Tonga piloted a cookery apprenticeship scheme that is now being scaled into a national policy, while in Fiji, training was developed for in-company supervisors to strengthen school-to-work transitions. Further, the ILO, with support from OHCHR, conducted a labour market inclusion assessment for PWDs, leading to the first regional workshop uniting disability organizations and employers to promote inclusive employment, scheduled for late May 2025.

Entrepreneurship and skills training programs were designed to be inclusive, often providing tailored support like accessible facilities and gender-sensitive curricula to ensure participation by PWDs, women, and youth [Fiji Gov, Vanuatu Civil Society Organisation (CSO)]. Persistent cultural barriers were acknowledged, especially in engaging women in traditionally male-dominated areas like music and enterprise [Vanuatu CSO]. Notably, the Vanuatu Department of Industry supported inclusive practices in handicrafts and music sectors, while Tonga's TVET programs reported high female participation and collaboration with disability-focused organizations like the Mango Tree Centre [Vanuatu Gov, Tonga TVET].

Significant strides were made in formalizing women- and youth-led informal businesses, particularly through the development of Vanuatu's Handicraft, Music, and Garment & Textile strategies [Vanuatu Gov]. However, despite workshops and licensing assistance, a consistent formalization strategy across the region remained lacking [Vanuatu Employer Group, Solomon Islands Gov].

Theory of Change outcome:

Support the underlying elements of the digital economy facilitating economic diversification, access and right to information, bridging the digital divide and, improved access to services, equality and non-discrimination, for vulnerable communities living in remote islands

The JP has addressed this result area through a number of approaches to strengthen legislation, policies, digital accessibility, institutional capacity and regional engagement. Each are described briefly below.

E-Government and legal reform

There are multiple partners supporting the Kingdom of Tonga in legislative reform. Efforts in digital governance by the included the development and submission of multiple legislative bills in Tonga—covering cyber security (World Bank), computer crimes (EU) —supporting the government's broader e-governance agenda [Tonga Gov]. Under the JP, ITU and UNOPS has supported the creation of the Universal Access and Infrastructure Sharing Policies [PUNO] underpinning the work of Government [Tonga Gov]. These laws aim to create a digital ecosystem that supports efficiency, protects rights, and improve service delivery across both public and private sectors.

Policies

In Tonga, the development of the Apprenticeship Programme and related policy frameworks included comprehensive stakeholder input, government ministries, training institutions, and the private sector participated actively in both discussion and drafting. These efforts informed the development of four National Employment Policies in Vanuatu, Solomon Islands, Tonga, and Fiji, with final policy validations already having taken place or

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scheduled for the first half of 2025. Other policies, such as for digital transformation, have not been well-integrated with health or education priorities, nor with the 100-Day Program of Solomon Islands Government, reducing likelihood of local relevance and ownership. [Solomon Islands Gov, Vanuatu Employers' Group]. Key policies were enacted, such as Tonga's National Apprenticeship Policy and Vanuatu's industrial business plans in partnership with UN agencies to support women entrepreneurs [Tonga TVET, Vanuatu Gov]. Multi-sectoral training, including bookkeeping and innovation, was implemented in agriculture, music, and artisan sectors [Department of Industry, Tuvalu Employers' Group].

Governments enhanced collaboration with civil society, employers, and workers' groups through structured dialogue platforms such as Labour Advisory Boards and co-creation of policy frameworks [Solomon Islands Gov, Fiji Gov, Solomon Islands Workers' Group]. Education sector partnerships—particularly with schools and teachers—were initially promising but faced setbacks due to funding gaps [Vanuatu Workers' Group].

Despite progress, common challenges included budget constraints, short program cycles, and administrative delays (e.g., failed Smart Island rollouts, ROAM-X assessments) [PUNO]. Moreover, a lack of disaggregated data on PWD, youth, and women's participation hindered impact measurement and evidence-based planning [Vanuatu Gov]. See 'Barriers' Section for further details.

Advancing digital policy and infrastructure

A major thematic pillar of the JP was the advancement of digital policies and infrastructure. Countries such as Fiji and Solomon Islands saw key strides in digital strategy formulation, with Fiji hosting a final validation workshop for its National Digital Strategy (2024); this is now a national strategy⁵. Solomon Islands has also draft been supported with drafting of their Digital Transformation Policy [Solomon Islands Gov]. Tonga and Vanuatu validated policies on Infrastructure Sharing and Universal Access and Service, enhancing regulatory environments to support equitable connectivity [2024 Annual Report]. However, challenges remain in aligning these policies with sector-specific strategies, as seen in Solomon Islands, where digital policies lacked coherence with existing frameworks like the Government's 100-Day Plan [Solomon Islands Gov].

The programme's thematic focus extended to equality and inclusion, with a strong emphasis on access to information and services. This included dissemination of labour law updates through digital channels and efforts to improve outreach to women, youth, and PWDs [Vanuatu Gov, Tonga TVET]. OHCHR also conducted a 2-day workshop on a human rights-based approach to digital space in February 2025 in Honiara, Solomon Islands. This focused on various human rights principles including the human rights standards related to digital space, non-discrimination, freedom of expression, and the right to privacy [PUNO]. However, some stakeholders, such as the Vanuatu Employers' Group, noted that the focus remained largely population-based without tailored attention to bridging the digital divide for specific groups [Vanuatu Employer Group].

Under the Smart Islands initiative, comprehensive local assessments in Ovaka and Hunga (Tonga) and Rotuma (Fiji) identified critical gaps in broadband access, affordability, and digital literacy. These assessments informed tailored interventions that align with UNESCO's ROAM-X framework—promoting an internet that is Rights-based, Open, Accessible, and nurtured through Multistakeholder participation [UNESCO]. Smart classrooms were established in these remote areas, enabling digital learning, online transactions, and telehealth, transforming educational and health service delivery. South Malekula's smart classroom in Vanuatu, for instance, enabled teachers to complete postgraduate studies remotely—a landmark achievement demonstrating digital empowerment in rural areas [Vanuatu Gov].

Digital transformation was also aligned with security goals through the anticipated installation of AIS coastal receivers across the region—three each in Fiji and Vanuatu, and two each in Tonga and Tuvalu. Though installations are pending, the systems were expected to enhance maritime domain awareness (MDA) and inter-agency intelligence sharing, crucial for monitoring illegal fishing and supporting patrol boat operations [Tonga Police/Marine; PUNO]. Due to challenges in implementation and differences in national priorities, only one AIS receiver was installed in the Smart Island locations [PUNO]; see Table 3.

Promoting digital literacy and economic inclusion

Across all five countries, basic digital literacy training was delivered in locations such as South Malekula, Auki, Choiseul Bay Village, and Nukufetau. These sessions empowered communities to use mobile and internet technologies safely and productively [2024 Annual Report]. Moreover, initiatives like tablet distribution in remote

⁵ <https://mobile.digital.gov.fj/fnds.pdf>

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islands allowed residents to engage in e-commerce—e.g., marketing copra online—bridging the digital divide and promoting economic diversification [Vanuatu Gov, UNODC/ITU/UNOPS]. National campaigns were supported by area councils and local administrators to ensure sustained digital inclusion.

Smart investments in creative industries and cultural preservation were supported, particularly in Fiji, Solomon Islands, and Vanuatu. These included initiatives in digital arts, eco-tourism, and cultural tourism [Solomon Islands Gov, Fiji Gov, Vanuatu CSO]. Despite progress, gaps in intellectual property (IP) protection and policy coherence persisted, with stakeholders citing a lack of formal frameworks and funding as barriers to sectoral transformation [Vanuatu CSO, Fiji Employers' Group].

Institutional capacity building and regional engagement

Institutional capacity was enhanced through training and fellowships, including cybersecurity policy development, legal telecommunications reviews, and maritime crime investigations supported by UNODC. The programme fostered regional collaboration, including through platforms like IRIS (cloud-first data platform), which boosted inter-agency intelligence and maritime monitoring [Tonga Marine/Police].

The JP contributed to progress in Fiji, Solomon Islands, Tonga, Tuvalu, and Vanuatu—towards SDGs 8 and 9, focusing on inclusive digital development, infrastructure, policy coherence, and community empowerment. However, coherence across policy domains, sustained connectivity, and deeper integration of labour and creative sector strategies remain key to fully realizing the SDG ambitions. The AIS component, for instance, had not met 2024 targets, and some ICT coordination units, like ICTSU in Solomon Islands, reported no tangible outputs from the JP [Solomon Islands Gov]. While Tuvalu stakeholders commented that they feel collaboration has been limited [Tuvalu TNPSO], this was by design with only one planned ILO activity and two delivered [PUNO]. Progress is discussed following.

Unexpected results

No unexpected results were reported in semi-annual or annual reports and few arose during the evaluation's consultations. Results identified were planned or unrelated to the work of the JP (for instance due to labour mobility programming through DFAT) and other responses would more reasonably be captured as enablers or barriers (see next section). The following were discussed during consultations but are untested through other sources:

Positive:

The digital literacy training under the Smart Island Program exceeded expectations, with over 2,000 participants—including youth, women, persons with disabilities, and the elderly—rapidly adopting digital skills for education, online services, and small business ventures. Positive outcomes included new entrepreneurial activity in remote areas like Malekula and enhanced student access to education platforms. An unexpected but welcome result was the program's influence across the region, with countries like Tonga, Fiji, Kiribati, and the Solomon Islands drawing inspiration to develop their own initiatives [Vanuatu Gov].

Negative:

Despite the success in digital uptake, challenges emerged around responsible internet use, as increased access sometimes led to misuse. Additionally, while many accessed online content, there was limited local content creation, highlighting a need for more support and education to foster balanced digital engagement and ensure long-term benefits [Vanuatu Gov].

Challenges emerged around student apprenticeships, where unclear industry expectations about student availability and supervision led to exploitative conditions and weak learning outcomes [Tonga TVET]. Furthermore, the widespread perception that the program would deliver meaningful digital transformation was undermined by the lack of follow-through, coordination, and consultation, which led to disillusionment with the process [Solomon Islands Gov].

Enablers

Established processes that ensured coherence and coordination

Through the lens of enabling mechanisms, SIDS' commitment to the UN Conventions have catalyzed motivation, for instance in commitment to the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, ratified in 2018 in Solomon Islands has raised the visibility of the work of the Ministry of Tourism. This commitment has functioned as a gateway, unlocking opportunities to access broader support networks and reinforcing legitimacy for further international cooperation and investment [Solomon Islands Gov].

Governance structures and coordination mechanisms

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Foundational to coherence and coordination have been robust governance structures developed through the JP. Key mechanisms include a central Steering Committee, country-level National Advisory Committees, and Joint Programme (JP) Technical Working Groups, which have ensured consistent communication and coordinated decision-making across sectors and countries (ILO, 2024). These bodies have been instrumental in aligning diverse stakeholder interests with national priorities and UN development goals. Additionally, the individual PUNO validation of JP logical framework and joint planning sessions, have ensured inclusive, context-sensitive programming (ILO, 2024).

Thematic coherence has been further enabled through collaborative partnerships between UN agencies (PUNOs) and external stakeholders. Notable examples include the resource-sharing collaboration between ITU and UNOPS for Smart Islands and joint labour market inclusion initiatives by ILO and OHCHR (ILO, 2023).

Capacity building and flexibility

Capacity-building initiatives have been critical enablers, helping stakeholders transition to green and digital models and enhancing their ability to engage effectively with programme activities (ILO, 2025). Despite significant delays in implementation, for instance the AIS receivers delayed from 2023 to 2025, it was reported that agencies were also able to demonstrate adaptability in responding to external shocks, such as natural disasters, by redirecting funds and leveraging strong government relationships to maintain continuity in implementation (ILO, 2025). The diverse modalities employed—such as OHCHR’s human rights staffing providing advice to implementing PUNOs, UNOPS’s procurement, and ILO’s technical expertise—have allowed programs to continue in the face of varied implementation challenges (ILO, 2025).

Partnerships and stakeholder engagement

Strong communication and collaboration, particularly from the ILO and UNODC were praised by partners. These agencies contributed meaningfully to training and capacity-building, fostering a sense of stakeholder ownership and delivering visible project results. Nonetheless, the need for systematic impact evaluations was noted as critical to assessing long-term effectiveness.

Barriers

Coherence is occasionally undermined by fragmented communication, especially between UN agencies and national entities resulting in gaps in national oversight and difficulties in tracking development progress [Solomon Islands Gov]. Coordination across PUNOs, though supported by the RCO, PUNO focal points and internal meetings, remains challenged by time zone differences and limited synchronous engagement [PUNO].

Natural disasters

The 2023 and 2024 SIDS Semi-Annual Progress Updates highlight the profound impact of natural disasters, particularly during the cyclone season. Cyclones Judy and Kevin in Vanuatu, for instance, disrupted essential infrastructure such as electricity, water supply, internet connectivity, and transportation networks. These disruptions severely delayed project-related activities, including community engagement, procurement, and stakeholder consultations. The unpredictability and frequency of such events emphasize the vulnerability of SIDS to climate shocks and the critical need for disaster-resilient infrastructure and contingency planning [2023 SIDS Semi-Annual Progress Report; 2024 Semi-Annual Progress Update].

Political changes

Government transitions following general elections in Fiji and Solomon Islands created political uncertainty that affected programme implementation. As reported in the 2023 SIDS Annual Progress Update and the Acceleration Plan 2023, these transitions led to temporary communication gaps and delays in the identification of technical priorities and capacities. Such disruptions underscore the need for strengthened institutional continuity and inter-ministerial coordination to ensure consistent development progress despite political changes.

Limited human and institutional capacity

SIDS face chronic limitations in human and institutional capacity, a theme prominent in the 2023 Annual Update and Acceleration Plan 2023. Small government ministries with broad mandates and limited staff struggle to maintain consistent engagement with programme partners. In some cases, such as Tuvalu, the absence of essential technical personnel further delayed prioritization and execution of key activities. These constraints

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emphasize the importance of sustained capacity-building efforts and regional support mechanisms. Multiple stakeholders noted that no in-country presence has limited ability to engage and deliver.

Transport challenges

Geographic isolation and transport limitations emerged as significant barriers to programme implementation, as highlighted in the 2024 Progress Update and the Acceleration Plan 2023. The scarcity of reliable domestic air and sea transport, compounded by adverse weather, hindered access to remote project sites. These logistical difficulties complicate not only physical project delivery but also monitoring, community engagement, and support services.

Administrative and bureaucratic challenges

Administrative inefficiencies within UN systems continue to impede timely programme delivery. Both the 2023 Annual and 2024 Semi-Annual Updates point to protracted procedures for fund disbursement, staff recruitment, and partner onboarding as key obstacles. These bureaucratic delays stalled the initiation and implementation of development programs, highlighting the necessity for streamlined and adaptive administrative systems to meet the unique challenges of the SIDS context.

6.5 Efficiency

- ✓ How well has the JP been delivered in terms of operational processes, monitoring and on time delivery?
 - What are the established foundational processes that ensure coherence and coordination?

The JP has shown considerable flexibility in responding to disruptions caused by natural disasters and political transitions, particularly in Vanuatu, Tonga, and Fiji. These events led to postponed activities and interrupted consultations, prompting adaptive responses such as rescheduling, reallocating funds to urgent needs, and engaging subnational partners to maintain momentum. Despite these efforts, a number of activities have been delayed, requiring a no-cost extension from the original August 2024 end date to May 2025. Key delays include the AIS receiver installations, slowed by procurement complexities and delayed country approvals, and the release of the Solomon Islands Digital Transformation Policy, delayed through changes required following a second round of consultations. Financial implementation has also faced challenges, with only 57% of the budget spent in December 2024 and inconsistencies in financial reporting due to varying agency accountability systems. Delays in fund disbursement and capped budgets have further constrained progress, highlighting the need for more streamlined financial coordination and more agile operational mechanisms across PUNOs.

The JP has demonstrated flexibility and adaptability as natural disasters and other disruptions impact delivery. Recurring natural disasters (e.g., cyclones, earthquakes) and political transitions (e.g., elections, resignations) significantly impacted JP operations in countries like Vanuatu, Tonga, and Fiji. These disruptions led to postponed activities and temporary halts in consultations. In response, the JP team employed adaptive approaches such as reallocating funds to urgent needs (e.g., post-disaster assessments), rescheduling activities, and building subnational partnerships for continuity.

A number of elements have been delayed, requiring a no cost extension from 31 March to 31 May 2025 for the PUNOs to deliver as expected. The JP was originally intended to be completed by 31 August 2024 (Joint SDG Fund, 2022). Some examples of delays are the AIS receiver work which was originally planned for implementation from 2023. The 2024 mid-year report described completion by February 2025 (ILO, 2024e), however this has not been the case [PUNO]. During consultations in March 2025, the team have been able to finalise planning for installation of receivers in Tuvalu only; four countries have been nominated (Tonga, Tuvalu, Fiji and Vanuatu). The reasons for these delays have been in site selection, country approvals and in lengthy procurement processes which include preconditions such as country concurrence letters which were not in place until early 2025. The Fiji installations are to be informed by those in Tuvalu and are scheduled for May, pending operational readiness of patrol boats. Work will likely need to be finalised under different programming once the JP concludes.

Another delay is the release of Solomon Islands Digital Transformation Policy. The final presentation occurred at the end of January, with the programme deadline extended from February 28 to May 31, 2025 [Solomon Islands Gov]. No draft has been available to the evaluation team; however, stakeholders have advised that a revised version incorporates much of the feedback from the January workshop.

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Figure 6: Spend against budget December 2024

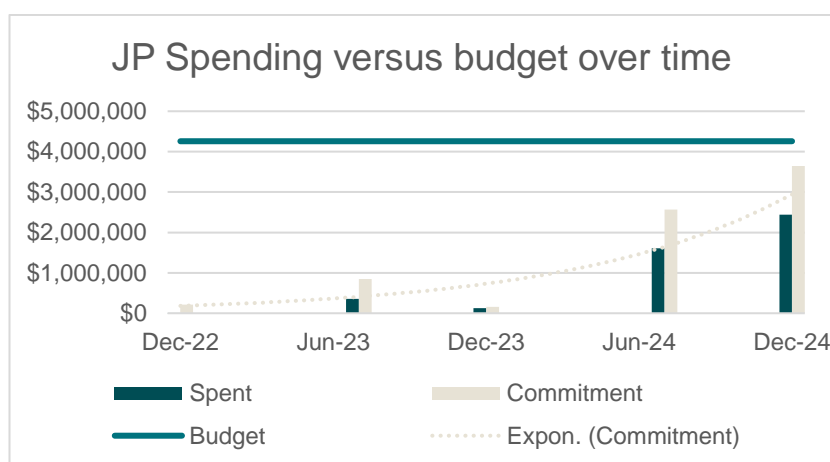
	Amount	% budget
Spent	\$2,440,612	57%
Commitment	\$3,645,212	86%
Budget	\$4,258,000	

SOURCE: 2024 Annual report (ILO, 2025)

In terms of spending, on 31 December 2024, only 67% of the budget had been spent and 86% committed, despite plans to finalise the programme when the team were anticipating only a further two months of the two year programme, ending by February 28, 2025. This is largely due to the challenges raised elsewhere with delays, staffing and SIDS engagement. It is a particularly stark given the shutdown period over Christmas and New Years limits the ability to deliver activities. 2025

There have also been issues with timely and transparent financial reporting as PUNO financial accountability lines are through their own agencies and much of the programming under the JP is a subset of larger PUNO programmes. There are also obviously errors in financial reporting over time with less total expenditure identified in December 2023 than had been identified in July of the same year.

Figure 7: Spending and commitment analysis over time



SOURCES: 2022 annual report (ILO, 2023b), 2023 semi-annual report (ILO, 2023c), 2023 annual report (ILO, 2024), 2024 semi-annual report (ILO, 2024e), 2024 annual report (ILO, 2025)

Delays in fund disbursement and the challenge of accessing the second funding tranche following August 2023 have constrained implementation timelines. Furthermore, some agencies had at that point spent their entire budget (100% of spending), preventing the advancement of procurement and other activities until the release of the second tranche (ILO, 2024).

6.6 Impact

- ✓ How has the JP impacted the generation of decent work and productive employment, enhanced existing capacities and built resilience in an environmentally sustainable way?

It is difficult to measure impact at this stage given the short duration of the programme in areas that are long-term ambitions, such as integration of multi-sectorial policies (Outcome 1). The ability of the JP to impact populations is even more challenging when specific implementation of activities run late, for instance Communications Policy [Solomon Islands Gov] and AIS receiver installation (Tuvalu, Tonga, Vanuatu, Fiji).

6.7 Sustainability

- ✓ To what extent will the benefits of the JP work continue after project support ends?
 - To what extent have the constituents and partners institutionalized the support provided by the JP?
 - What JP interventions will have potential for further scaling up and/or replication by UN agencies and/or their partners?

The sustainability of initiatives like Fiji's National Employment Policy and Solomon Islands' Labour Division projects depends on early stakeholder involvement, government commitment, and securing long-term funding, though challenges such as financial constraints and limited institutional uptake hinder lasting impact in some areas [Fiji Gov; Solomon Islands Gov; Tuvalu Employers' Group]. While there is strong potential for replication, particularly in employment policies and apprenticeship programs, scalability depends on local ownership, alignment with industry

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needs, and addressing skills shortages, with digital initiatives facing additional hurdles due to limited integration into national strategies [Fiji Gov; Tonga Gov; Solomon Islands Gov].

Potential for Replication and Scaling

There is strong recognition of the potential to replicate successful initiatives, but stakeholders stress the need for approaches that prioritize local ownership, tangible outcomes, and culturally appropriate methods [Fiji Gov]. For example, Solomon Islands Workers' Group sees opportunities for adapting employment policies at the provincial level, while Tonga's successful apprenticeship pilot program has already set the stage for scaling up across other sectors and institutions like Tonga National University [Tonga Gov]. However, scalability challenges remain, particularly in aligning vocational education with industry standards. Meanwhile, digital initiatives under the JP are not currently viewed as scalable given they are not yet visibly embedded nationally, though models like the Health ICT Strategy offer a blueprint for future expansion through better co-design and consultation [Solomon Islands Gov].

Challenges and Conditions for Lasting Change

A recurring theme is that national government commitment, especially in terms of budgetary support and policy integration, is essential for ensuring long-lasting results. Programs that rely solely on external funding face significant risks once initial grants expire [PUNO; Solomon Islands Gov]. Skills shortages, particularly mismatches between education programs and market needs, have been identified as critical issues requiring deeper analysis and targeted interventions [Tonga Gov]. Moreover, the migration of skilled workers abroad further strains the capacity of local institutions to maintain and replicate programme successes [Fiji Gov]. Overall, while positive examples of sustainability and scaling exist, achieving systemic, long-term impact will require addressing funding gaps, building local capacity, and ensuring stronger local engagement and alignment between training, employment needs, and national development priorities.

Dependencies for sustainability

Stakeholders in Fiji emphasize that the long-term success of initiatives like the National Employment Policy (NEP) depends heavily on early stakeholder involvement, tangible outcomes, and strong leadership with community backing [Fiji Gov]. However, a major obstacle to sustaining impacts is the lack of financial resources, both from communities and the government. In Solomon Islands, sustainability efforts focus on embedding projects within national work plans, such as the Labour Division's annual planning, and securing recurrent government and donor funding [Solomon Islands Gov]. Similarly, Fiji's maritime sector is working toward institutional sustainability by integrating AIS systems into the Navy's operations and developing a Maritime Security Strategy [Fiji marine/police; Fiji Navy]. Despite these efforts, some areas, such as digital policy uptake in Solomon Islands and Tuvalu's private sector support, show limited lasting impact, highlighting the uneven nature of institutionalization across sectors [Solomon Islands Gov; Tuvalu Employers' Group].

6.8 Cross-cutting

- ✓ To what extent has the JP promoted and delivered gender equality and disability inclusion and non-discrimination?
 - To what extent has the JP protected human rights and promoted international labour standards?
 - To what extent has the JP facilitated and strengthened social dialogue through its delivery?
 - To what extent has the JP improved environmental sustainability?

The JP has significantly advanced inclusive economic growth across the Pacific by focusing on job creation, entrepreneurship, and economic diversification. Initial groundwork in 2022 identified strategic sectors and supported policymakers and market system actors, laying a foundation for future employment interventions. Labour Market Information was gathered through Labour Force Surveys in Fiji and Tonga in 2023 (ILO, 2024) to guide education and training investments. National stakeholders, including tripartite partners, were engaged in sectoral skills identification, especially in Fiji and Vanuatu. The JP also supported private sector actors and business membership organizations through tailored capacity building, with notable initiatives such as the Entrepreneurship Expo (ILO, 2023d) and specialized support for the creative industries (e.g., music sector protections and rights advocacy).

Human rights and promotion of international labour standards

The JP has made efforts to embed cross-cutting themes such as workers' rights and community resilience, yet progress on inclusivity remains uneven. While certain initiatives—such as those in Solomon Islands—have supported legal reforms and labour standards aligned with international conventions to promote equity, dignity, and

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freedom [Solomon Islands Gov], broader implementation of gender equality, disability inclusion, and non-discrimination has been limited. For instance, earlier in the programme, OHCHR faced difficulties in engaging with other UN agencies to strengthen GEDSI approaches, partly due to staffing shortages [PUNO]. Some progress is visible through community consultations and collaborative efforts to align national policies with SDG principles and human rights frameworks [Fiji Gov], as well as targeted training initiatives such as those with Tongan Women in ICT [PUNO]. However, there is acknowledgment that more focused work with PWDs is required, with lessons from other regions intended to inform future programming [PUNO].

Social dialogue and stakeholder engagement

The JP has supported social dialogue mechanisms, particularly through ILO-led initiatives. In Solomon Islands, the Tripartite Labour Advisory Board plays a key role, ensuring that employer and worker feedback informs labour policy revisions [Solomon Islands Workers' Group]. However, while multi-stakeholder advisory boards have been established and consultations noted by UN partners [PUNO], many national stakeholders reported limited direct involvement in these broader dialogues. Instead, most engagement occurred through group-specific consultations with respective PUNOs. Nonetheless, opportunities for regional networking, such as those facilitated by the Forum Fisheries Agency (FFA), have been valuable in enabling the exchange of ideas and practices among counterparts, especially in sectors like policing and maritime services [Tonga Police/Marine] and are recommended as a model for future UN programming.

Environmental sustainability

Environmental sustainability has not been a major focus of the JP and appears largely absent from most national activities. Sectoral assessments have a strong greening focus, and the national employment policy work also directly address sustainability across most countries. However, the programme persistently received feedback that further environmental sustainability is not PIC's main labour market focus, because they do not contribute a significantly to climate change globally; i.e. Vanuatu is already net-negative for carbon emissions. For example, an activity on greening TVET in Vanuatu largely failed because stakeholders did not want work on campus greening when the main TVET challenge is lacking trainers and proper funding.

Stakeholders in Solomon Islands noted that JP initiatives had minimal influence on environmental outcomes, and in some cases, infrastructure projects lacked long-term sustainability planning or environmental consideration [Solomon Islands Gov]. Overall, while such isolated efforts show promise, the integration of environmental sustainability into the JP has been limited and requires significant strengthening to meet broader development goals. An example is the inclusion of elements within the Fiji National Digital Strategy, developed with support of ITU/UNOPS:

By integrating advanced technologies, Fiji will improve its ability to monitor natural resources, promote sustainable land use, and strengthen disaster preparedness. Digital tools like real-time weather monitoring, predictive analytics, and data-driven disaster management will enable informed decision-making, optimise resource use, and enhance response to environmental challenges. This transformation will build a resilient nation that protects its ecosystems and empowers its people to thrive. (Ministry of Trade, Co-operatives, Micro, Small and Medium Enterprises and Communications, 2025, p. 6).

Examples may be in overtly including a 'do no harm' focus on policies which provide a lens of prioritizing initiatives and approaches which do not pollute or degrade the environment or natural resources, by considering environmental risks in designs and including mitigations such as installing equipment in locations protected from adverse weather events and finally by seeking to promote employment and other opportunities which capitalize on utilizing renewable resources or building awareness of natural resources such as eco-tourism.

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7 Conclusions

Relevance

The JP demonstrates strong responsiveness to the needs of tripartite constituents, the public sector, private sector, and donors, within the five Pacific SIDS. This is reflected through demand-driven, collaborative initiatives spearheaded by the ILO that tackle critical regional challenges, particularly youth unemployment and skills shortages. Examples such as Tonga's Quality Apprenticeship Programme in Cookery and Fiji's SEEP highlight the JP's ability to foster effective cooperation among key stakeholders. These programs have been successful in promoting education-to-employment pathways and are indicative of robust tripartite engagement. Government and UN sources emphasized the programme's relevance to national security, especially through maritime domain awareness, supporting economic and social development [UN, Vanuatu Gov, Tonga Police/Marine].

Coherence

Over the course of implementation, the JP has improved internal coherence through strengthened mechanisms such as revisions of the results framework, joint accountability processes, and regular communication through meetings and reporting. These structural improvements aim to enhance responsiveness to changing national priorities and reinforce transparency and collaboration among participating agencies. These mechanisms have helped foster consistent UN communication, though they have not always been translated into unified or harmonized delivery [PUNO].

Design validity

The structural challenges identified in the 2022 ProDoc remain pertinent in 2025, with Pacific SIDS still facing skills shortages, poor digital infrastructure, and vulnerability to climate and economic shocks. While the JP aligns conceptually with regional strategies and key SDGs, implementation has been hindered by an underdeveloped ToC, weak coherence among PUNOs, and limited stakeholder engagement; particularly with technical ministries and subnational actors. Indicators were often unrealistic or poorly defined, and many assumptions about national ownership, political will, and coordination were not adequately addressed. Capacity constraints and inconsistent integration into national systems remain concerns. Future programming must prioritise stronger stakeholder engagement from inception, ensure clear and contextually relevant planning, and focus on adaptive, inclusive approaches that support long-term sustainability and alignment with national development goals.

Effectiveness

The JP has achieved a considerable degree of effectiveness in meeting its intended outputs and outcomes, particularly in fostering inclusive entrepreneurship, improving policy coherence, and enabling digital transformation in Pacific SIDS. Evidence shows strong progress in job creation, MSME support, and inclusion of women and youth in economic activities, with key indicators exceeding targets, such as the number of MSMEs supported and job-creation measures implemented. Positive impacts are seen in the development of business resilience, formalization of informal enterprises, and tailored support for disadvantaged groups. However, outcomes for PWDs lag behind, with no reported MSMEs owned by PWDs in 2024, indicating room for improved outreach and inclusion.

Entrepreneurship and labour market interventions (Outcome 1) were particularly impactful, with over 400 SMEs and 30 organizations benefiting from cross-sectoral training (ILO, 2024e). Noteworthy successes include formalization of informal youth- and women-led enterprises and strong progress in labour rights awareness and workforce policy reforms. Nonetheless, cultural norms and fragmented national engagement limited programme depth and sustainability, as seen in inconsistent consultation with ministries and under-resourced national stakeholder groups. Despite increased participation by unions and civil society in some countries, persistent gaps in cultural integration, strategic alignment, and monitoring mechanisms hinder the long-term transformation the JP aims to achieve.

Outcome 2 efforts to leverage additional financing through digital transformation were mixed. While policy development and digital literacy initiatives exceeded numerical targets in some areas, gaps in strategic coherence until very recently, particularly in Solomon Islands, diminished potential impact. In other PICS, initiatives such as Smart Islands and across the region, digital training successfully reached remote communities, empowering thousands with access to e-commerce and digital education. Yet, delays in infrastructure deployment (e.g., AIS receivers), limited sectoral integration, and weak linkages to creative and labour sectors constrained the transformative potential. Some programmes lacked tailored focus on marginalized groups, and coordination challenges across agencies hindered national ownership and sustained implementation.

Several enablers supported the JP's effectiveness, including robust governance structures, UN coordination, and adaptive capacity during crises. Notable were structured dialogue platforms and strong UN agency partnerships beyond the JP (e.g., ILO, UNODC), which facilitated stakeholder trust and delivery of tangible results. However, persistent barriers, such as bureaucratic delays, human capacity constraints and limited political continuity, diluted

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the JP's reach and consistency. Overall, while the JP has made meaningful contributions toward inclusive, sustainable development in Pacific SIDS, sustained effort, deeper national integration, and adaptive responses to structural constraints are needed to fully realize its goals.

Efficiency

While some project elements have experienced delays, the management response has been proactive and adaptive, ensuring continued progress through a no-cost extension from 31 March to 31 May 2025. The AIS receiver installations, originally scheduled for 2023 with an expected completion by February 2025, faced unavoidable delays due to complex site selection and procurement processes, including the late acquisition of necessary country concurrence letters. The ability of the JP to impact populations is even more challenging when specific implementation of activities run late, for instance Communications Policy [Solomon Islands Gov] and AIS receiver installation (Tuvalu, Tonga, Vanuatu, Fiji). Despite these challenges, the team efficiently advanced planning during March 2025 consultations, finalizing installations for Tuvalu and preparing for implementation in Fiji, Tonga, and Vanuatu. Similarly, the delayed release of Solomon Islands Digital Transformation Policy has been managed within the revised timeline. Delays in fund disbursement and the challenge of accessing the second funding tranche have constrained also implementation timelines. Furthermore, some agencies have reached financial ceilings, preventing the advancement of procurement and other activities. Positively, ILO has been able to increase their reach through use of local capacity building providers, such as USP in Tuvalu.

Sustainability

The sustainability of the JP's results is mixed, with several promising JP pathways emerging alongside persistent structural challenges. Initiatives such as Fiji's National Employment Policy and Solomon Islands Labour Division reforms demonstrate the importance of early stakeholder engagement, strong government ownership, and alignment with national systems. Where these conditions are met, such as through integration into national plans or institutional frameworks, there is clear potential for sustained impact.

Replication and scaling opportunities are evident, particularly in the areas of employment policy and apprenticeship models, as seen in Tonga and Solomon Islands. However, successful expansion hinges on local ownership, culturally relevant delivery, and responsiveness to labour market needs. Digital initiatives present a more complex picture; while there are strategic examples like Solomon Islands Digital Transformation Policy, broader scalability remains limited due to a lack of integration with national development agendas.

Challenges to long-term sustainability persist. Chief among these are limited financial resources, both within government and communities, weak institutional uptake, and the continued reliance on external funding. Skills mismatches and the outmigration of trained personnel also threaten the durability of programme outcomes, particularly in education and workforce development.

Ultimately, achieving lasting change will require longer-term implementations, stronger national budget commitments, better alignment between training systems and market demands, and enhanced local capacity. Where these elements are present, as in Fiji's efforts to institutionalize AIS systems within maritime operations, there are encouraging signs that programme impacts can be maintained and scaled over time.

Cross-cutting

The JP has made visible but uneven progress in promoting gender equality, disability inclusion, and non-discrimination. While some activities, particularly legal and policy reforms in Solomon Islands, reflect a commitment to international standards on workers' rights and equity, the integration of gender equality, disability inclusion, and broader GEDSI principles across the programme has been inconsistent.

Efforts to embed inclusivity have faced several structural challenges, including staffing limitations and inconsistent cross-agency collaboration, as seen in OHCHR's early engagement difficulties. Nonetheless, promising examples emerged, such as targeted training with Tongan Women in ICT and community consultations aligned with SDG and human rights principles in Fiji. However, disability inclusion in particular remains an area needing greater attention, with limited targeted programming and engagement with PWDs. Lessons from other contexts are planned to inform future efforts, suggesting recognition of current gaps.

The JP has made more consistent progress in enabling social dialogue and stakeholder engagement, particularly through mechanisms like the Tripartite Labour Advisory Board in Solomon Islands. These platforms have contributed to more inclusive policy development, though national stakeholders reported limited participation in broader programme dialogues. Engagement has been more effective through sector-specific consultations with PUNOs and through regional exchanges, especially in the maritime and policing sectors, facilitated by partners such as the FFA, which offer scalable models for future inclusive programming.

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Environmental inclusivity, though not a core focus, was addressed sporadically. While some strategies, such as Fiji's National Digital Strategy, include strong sustainability goals, many JP activities lacked environmental planning or consideration, reflecting a disconnect between policy intentions and practical implementation. Despite the Pacific Islands' low carbon emissions, there is scope for more inclusive, environmentally conscious programme design, especially in areas where livelihoods and ecosystem protection intersect, such as eco-tourism or disaster resilience.

8 Lessons learned and emerging good practices

8.1 Lessons learned

These lessons offer valuable insights for improving the design, management, and implementation of joint programmes in complex and dynamic contexts like the Pacific, and underscore the importance of flexibility, inclusion, local ownership, and sustained coordination for achieving long-term development goals.

Design

Long-term engagement and financing are essential for sustained results: aspirations to accelerate delivery of SDGs and see impact from policy and digital infrastructure changes are unrealistic in a two year programme. Systematic technical support and capacity building of ILO's constituents, government agencies, the business sector and private implementation partners over several years in parallel to supporting development of infrastructure and structural change is required. Models can only be sustained and scaled if supported by national government commitment, budget allocations, and integration into national work plans. Without such institutional backing, programs reliant on external funding often risk stagnation once initial support ends.

Time bound projects require realistic objectives, strong results chains and well-defined indicators measuring achievable results. Log frames should reflect intervention strategies. The use of practical and aligned indicators will encourage the use of monitoring for learning and adaptation over time. This ensures that at the end of the project, agreed milestones are achieved and continuation is ensured.

Logistical constraints in remote areas require creative, localized solutions: The remoteness of many project sites, compounded by poor transportation infrastructure and seasonal weather conditions, has made physical access and goods delivery extremely challenging, particularly in Vanuatu and Tonga. Partnering with local institutions with subnational reach, using alternative transport options, and decentralizing implementation are essential for overcoming these persistent access barriers. Programmes must factor in extended lead times and local procurement strategies.

Natural disasters and political instability require built-in flexibility: Recurring natural disasters (e.g., cyclones, earthquakes) and political transitions (e.g., elections, resignations) significantly impacted JP operations in countries like Vanuatu, Tonga, and Fiji. These disruptions led to postponed activities and temporary halts in consultations. In response, the JP team employed adaptive approaches such as reallocating funds to urgent needs (e.g., post-disaster assessments), rescheduling activities, and building subnational partnerships for continuity. Lessons from these experiences highlight the need for longer implementation windows, no-cost extensions during disaster seasons, and flexible operational frameworks that anticipate and accommodate external shocks.

Management

Coordination, communication, and role clarity are crucial for multi-agency efforts: While the JP benefits from diverse agency expertise, coordination and synergies have been limited. Strengthened coordination structures, like improved results frameworks, joint reporting mechanisms, and biannual governance meetings, have been helpful, but require ongoing commitment to joint accountability. Communication strategies and knowledge management tools need further development to ensure information flows efficiently across UN agencies, government counterparts, and communities.

Staffing gaps and operational delays must be preemptively managed: Staff turnover, recruitment delays, and agency-specific operational bottlenecks (like lengthy procurement) have hindered momentum. Proactive staff redeployment (e.g., UNESCO's short-term assignment from Paris or ITU's regional staff support) proved effective in crisis response. These experiences reinforce the importance of succession planning, regional staff pools, and agile human resource strategies to maintain programme continuity.

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Streamlined funding mechanisms and financial flexibility are vital for delivery: Delays in fund disbursement and the challenge of accessing second funding tranches have constrained implementation timelines. Furthermore, some agencies have exhausted the budget, preventing the advancement of procurement and other activities. These financial bottlenecks point to the need for clearer, faster fund-flow mechanisms, more agile financing models, and equitable resource allocation to ensure that each participating agency can meet its delivery obligations effectively.

Implementation

Inclusive and rights-based approaches added value but require stronger integration: The JP has made concerted efforts to include diverse voices through broad consultation processes, rights-based assessments, and targeted inclusion activities—especially for women, youth, and PWD. Examples include equal participation in consultations, assessments of how digital divides affect marginalized groups (especially women in creative industries), and targeted solutions like the Smart Islands programme for rural and remote communities. However, integration of cross-cutting themes such as gender equality, disability inclusion, and environmental sustainability remains uneven, highlighting a need for stronger mainstreaming and follow-through in implementation phases.

Stakeholder engagement must be continuous, context-aware, and adaptive: Sustained stakeholder engagement from the inception of projects is essential for building trust, ensuring contextual relevance, and enabling long-term success. Several challenges, ranging from limited government capacity and high staff turnover to administrative delays, have disrupted consistent engagement. Nonetheless, adaptive strategies such as leveraging relationships with academic institutions (e.g., USP in Tuvalu) or flexible collaboration among agencies helped mitigate setbacks. Future programming must incorporate more robust stakeholder engagement strategies, tailored communications, and contingency planning to remain effective amid dynamic political and environmental conditions. The success of the project in the Pacific region hinged on several key assumptions, including strong national political will, sufficient financial and technical resources, and continuous support from the ILO and UN agencies. It also assumes governments will adopt and sustain digital policy frameworks, support Smart Island connectivity, and engage investors to expand infrastructure and services. These assumptions have not always been mitigated in the implementation. Without this, other assumptions, like strong political will have been found lacking in consultations.

See Appendix 3 for the ILO format of these lessons.

8.2 Emerging good practices

Strategic coordination, adaptive governance, and strong partnerships have contributed to coherence and resilience in implementation across SIDS. Three good practice examples have been developed:

- Partnering with local institutions with subnational reach, using alternative transport options, and decentralizing implementation are essential for overcoming these persistent access barriers. Capacity-building delivery through flexible modalities deployed across agencies has built resilience, navigated delays, and responded effectively to disruption. Notably, agencies demonstrated adaptive capacity by redirecting funds and leveraging local relationships in response to shocks such as cyclones.
- The alignment with international conventions, such as Solomon Islands' ratification of the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, has served as a catalytic gateway for accessing global networks and support, enhancing national visibility and legitimacy. There are strong linkages between political levels (such as conventions and legal frameworks) and grassroots levels (such as the establishment of CMOs and training for artists)
- Building on developed and larger existing programs to address new context through programs like Smart Islands (ITU/UNOPS) and the AIS programme (UNODC) have helped access ready expertise and volume of buy for procurements.

See Appendix 4 for the ILO format and additional details for these emerging good practices.

9 Recommendations

The following recommendations offer practical guidance to sustain the progress initiated by the Advancing SDGs JP. It should be noted that there is no follow on programme planned; these recommendations would apply to similar programmes in the future. Recommendations are based on the evaluation of the JP, identifying responsible organisations and indicating the urgency should similar programmes be considered.

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Recommendation 1: Strengthen joint programming design and monitoring

Develop a unified Theory of Change and robust results framework that clearly links agency contributions to joint outcomes and includes strong indicators for gender, disability, and environmental inclusion. Integrate monitoring for learning into all JP activities, using aligned indicators and accessible tools for adaptation and accountability. In the process of endorsing a programme, the RCO should select the strongest proposal from PUNOs and support the development of accurate log frames / indicators to reflect its design and interdependencies.

Relates to the following conclusions:

The structural challenges identified in the 2022 ProDoc remain pertinent in 2025, with Pacific SIDS still facing skills shortages, poor digital infrastructure, and vulnerability to climate and economic shocks. While the JP aligns conceptually with regional strategies and key SDGs, implementation has been hindered by an underdeveloped ToC, weak coherence among PUNOs, and limited stakeholder engagement; particularly with technical ministries and subnational actors. Indicators were often unrealistic or poorly defined, and many assumptions about national ownership, political will, and coordination were not adequately addressed. Capacity constraints and inconsistent integration into national systems remain concerns. Future programming must prioritise stronger stakeholder engagement from inception, ensure clear and contextually relevant planning, and focus on adaptive, inclusive approaches that support long-term sustainability and alignment with national development goals.

Addressed to	Priority	Resource	Timing
Design teams	High	Resident Coordinator's Office (RCO), all PUNOs	Prior to any new joint programming phase

Recommendation 2: Deepen stakeholder engagement

Ensure early, sustained engagement of technical ministries and subnational actors in programme design and implementation to create more reach, add local context, improve alignment with national systems and increase ownership. Strengthening continuous, context-sensitive stakeholder engagement through early and regular consultations, tailored communication strategies, and participatory reviews will support ownership and incorporation of local needs.

Relates to the following conclusions:

Gaps existed in digital transformation strategic coherence until very recently, particularly in Solomon Islands, diminished potential impact. In other PICS, initiatives such as Smart Islands and across the region, digital training successfully reached remote communities, empowering thousands with access to e-commerce and digital education. Yet, delays in infrastructure deployment (e.g., AIS receivers), limited sectoral integration, and weak linkages to creative and labour sectors constrained the transformative potential. Some programmes lacked tailored focus on marginalized groups, and coordination challenges across agencies hindered national ownership and sustained implementation.

Contextual challenges, societal norms and fragmented national engagement limited programme depth and sustainability, as seen in inconsistent consultation with ministries and under-resourced national stakeholder groups. Despite increased participation by unions and civil society in some countries, persistent gaps in adapting for specific societal norms, strategic alignment, and monitoring mechanisms hinder the long-term transformation the JP aims to achieve.

Addressed to	Priority	Resource	Timing
Design teams	High	RCO, all PUNOs, relevant line ministries	During programming cycles (design and implementation)

Recommendation 3: Mainstream inclusion

Develop and implement targeted strategies for gender equality, disability inclusion and environmental sustainability mainstreaming, including consultation with women's groups and Organisations of Persons with Disability. Integrate tailored indicators, staff training, inclusive implementation guidelines and accessibility standards in programming. Work with other UN Agencies, like UN Women to integrate best practices and deliver aligned programming.

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Relates to the following conclusions:

The JP has made visible but uneven progress in promoting gender equality, disability inclusion, and non-discrimination. While some activities, particularly legal and policy reforms in Solomon Islands, reflect a commitment to international standards on workers' rights and equity, the integration of gender equality, disability inclusion, and broader GEDSI principles across the programme has been inconsistent.

Efforts to embed inclusivity have faced several structural challenges, including staffing limitations and inconsistent cross-agency collaboration, as seen in OHCHR's early engagement difficulties. Nonetheless, promising examples emerged, such as targeted training with Tongan Women in ICT and community consultations aligned with SDG and human rights principles in Fiji. However, disability inclusion in particular remains an area needing greater attention, with limited targeted programming and engagement with PWDs. Lessons from other contexts are planned to inform future efforts, suggesting recognition of current gaps.

Addressed to	Priority	Resource	Timing
Design team	High	PUNOs, UNEP	During programme design and implementation

Recommendation 4: Improve cross-agency accountability

Develop and implement deliberate cross PUNO activities and interdependencies like shared results to optimize synergies across agencies. Include agencies outside the JP should they be working in the same sector and with the same stakeholders. Institutionalise biannual governance meetings and improve cross-agency information-sharing through joint reporting tools and knowledge management platforms. Clarifying roles, accountability, and deliverables for each PUNO within joint workplans will ensure programmatic coherence and shared responsibility. Provide for clear expectations and accountability so that JP results and management are transparent to all PUNOs.

Relates to the following conclusions:

Over the course of implementation, the JP has improved internal coherence through strengthened mechanisms such as revisions of the results framework, joint accountability processes, and regular communication through meetings and reporting. These structural improvements aim to enhance responsiveness to changing national priorities and reinforce transparency and collaboration among participating agencies. These mechanisms have helped foster consistent UN communication, though they have not always been translated into unified or harmonized delivery.

Addressed to	Priority	Resource	Timing
Design team	High	PUNOs	During programme design and implementation

Recommendation 5: Enhance operational efficiency

Simplify and accelerate fund disbursement mechanisms, including tranche access and equitable budgeting across agencies. Building in flexibility for re-allocations, especially to respond to natural disasters and political transitions and institutionalizing continual reviews and team updates as the programme progresses would provide more information to support adaptations.

Relates to the following conclusions:

Delays in fund disbursement and the challenge of accessing the second funding tranche have constrained also implementation timelines. Furthermore, some agencies have reached financial ceilings, preventing the advancement of procurement and other activities.

Addressed to	Priority	Resource	Timing
Donors and design team	High	UN MPTF Office, RCO, PUNOs' finance teams	During programme design and throughout implementation with risk management planning

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Recommendation 6: Build long-term institutional capacity

Commit to multi-year programming with sustained support for key institutions, such as labour ministries, business chambers, and local CSOs. Aligning programme initiatives with national budgets and workplans will ensure long-term uptake and reduce dependence on external funding.

Relates to the following conclusions:

Ultimately, achieving lasting change will require longer-term implementations, stronger national budget commitments, better alignment between training systems and market demands, and enhanced local capacity. Where these elements are present, as in Fiji's efforts to institutionalize AIS systems within maritime operations, there are encouraging signs that programme impacts can be maintained and scaled over time.

Addressed to	Priority	Resource	Timing
Donors	High	Donors and PUNOs	During programme proposal and design phases

Partner with local institutions with subnational reach to decentralize implementation, build in multiple modalities for delivery, improve access to remote areas, and enhance sustainability. Utilize resources through other agencies which have local presence; for instance: UNDP and UNICEF.

Relates to the following conclusions:

While some project elements have experienced delays, the management response has been proactive and adaptive, ensuring continued progress through a no-cost extension from 31 March to 31 May 2025. Positively, ILO has been able to increase their reach through use of local capacity building providers, such as USP in Tuvalu.

Addressed to	Priority	Resource	Timing
Design team and PUNOs	High	PUNOs, local institutions	During programme design and throughout implementation

Recommendation 7: Scale successes

Support replication of successful models (e.g., Quality Apprenticeships, School-Enterprise Programme, Smart Islands) across SIDS through regional exchange platforms. Leverage the achievements and lessons learned to access incremental funding and deliver expanded impacts, drawing on the relationships and examples delivered in the JP to mobilize and unite social partners and stakeholders, reinforcing their roles and encouraging joint implementation and funding responsibilities. Further programming for increasing access to reliable internet should include education and mechanisms to mitigate misuse of internet access across stakeholder ages and abilities.

Relates to the following conclusions:

Entrepreneurship and labour market interventions (Outcome 1) were particularly impactful, with over 400 SMEs and 30 organizations benefiting from cross-sectoral training (ILO, 2024e). Noteworthy successes include formalization of informal youth- and women-led enterprises and strong progress in labour rights awareness and workforce policy reforms.

Addressed to	Priority	Resource	Timing
PUNOs	Medium	PUNOs	During programme design and proposal

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Appendix 1: Evaluation Question Matrix

Note that some sub-questions have been remapped to higher level questions where they were found to more logically fit during analysis. Notes have been added to identify where this has occurred.

Table 5: Stakeholder question mapping

Criteria	KEQ #	Question for interviewee / secondary data review	Document review	Stakeholder groups								
				ILO	ITU/ UNOPS	UNESCO	OHCHR	UNODC	Gov	Private sector ⁶ , CSOs, TVET	Trade/ Workers Union	Police/ Marine
Relevance	1	To what extent were interventions appropriate and effective for the target groups based on their needs (in design and in implementation)?										
	1.1	To what extent does the JP respond to the needs of the tripartite constituents, recipients and beneficiaries in the five Pacific SIDS?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	1.2	To what extent does the JP contribute to respective country development frameworks in the five Pacific SIDS?	Y	Y	Y	Y	Y	Y	Y			
	1.3	Are JP partners and target beneficiaries satisfied with quality of JP deliveries? (previously under Effectiveness)	Y			Y		Y	Y	Y	Y	Y
Coherence	2	How coherent is the design and implementation considering all PUNOs, SIDs' priorities, tripartite stakeholders and the work of other programs?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	2.1	To what extent do all six PUNOs involved in the JP work in a coherent manner to achieve the project objectives?	Y	Y	Y	Y	Y	Y	Y			

⁶ Employer/Chamber

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Criteria	KEQ #	Question for interviewee / secondary data review	Document review	Stakeholder groups								
				ILO	ITU/ UNOPS	UNESCO	OHCHRC	UNODC	Gov	Private sector6, CSOs, TVET	Trade/ Workers Union	Police/ Marine
Validity of the JP Design	3	To what extent is the Joint Programme (JP) design and Theory of Change valid and realistic?										
	3.1	Is the Theory of Change of the JP adequately described and is there a clear logic across the results levels?	Y	Y	Y	Y	Y	Y				
	3.2	Is the JP realistically designed in terms of the expected outcomes, outputs and activities given the time and resources available?	Y	Y	Y	Y	Y	Y				
	3.3	To what extent does the JP integrate cross-cutting themes in the design?	Y	Y		Y	Y		Y	Y	Y	
	3.4	To what extent does the design align with plans to achieve the SDG targets and the UN Pacific Strategy?	Y	Y	Y	Y	Y	Y				
	3.5	To what extent is sustainability taken into consideration during the JP implementation? Does the JP have an exit strategy?	Y	Y		Y			Y	Y		
	3.6	To what extent are indicators and results of the JP measurable? (Previously under Efficiency)	Y	Y	Y	Y	Y	Y				
	Effectiveness	4	To what extent have the JP interventions achieved their intended outcomes?									
4.1		O1 Inclusion of youth and women-led and PWD businesses in the green, blue and circular economies (Outcome)	Y	Y		Y	Y	Y	Y	Y	Y	Y
4.2		O2. Promotion of smart investments in environmental, creative and digital industries (Outcome)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

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Criteria	KEQ #	Question for interviewee / secondary data review	Document review	Stakeholder groups									
				ILO	ITU/ UNOPS	UNESCO	OHCHRC	UNODC	Gov	Private sector6, CSOs, TVET	Trade/ Workers Union	Police/ Marine	
	4.3	O3. Transitioning of informal youth and women-led businesses to formality, particularly those linked to the blue and circular economies (Outcome)	Y	Y		Y	Y	Y	Y	Y	Y	Y	
	4.4	O4. Support the underlying elements of the digital economy facilitating economic diversification, access and right to information, bridging the digital divide and, improved access to services, equality and non-discrimination, for vulnerable communities living in remote islands (Outcome)	Y	Y	Y	Y				Y	Y		Y
	5	Describe any unexpected results. What caused these?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	6	What are the factors which affected the achievements or failure to achieve the expected results?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	7	How well has the JP been delivered in terms of operational processes, monitoring and on time delivery?	Y	Y	Y	Y	Y	Y					
	7.1	What are the established foundational processes that ensure coherence and coordination?	Y	Y	Y	Y	Y	Y					
Impact		How has the JP impacted the generation of decent work and productive employment, enhanced existing capacities and built resilience in an	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	

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Criteria	KEQ #	Question for interviewee / secondary data review	Document review	Stakeholder groups									
				ILO	ITU/ UNOPS	UNESCO	OHCHRC	UNODC	Gov	Private sector ⁶ , CSOs, TVET	Trade/ Workers Union	Police/ Marine	
		environmentally sustainable way? ⁷											
Sustainability	9	To what extent will the benefits of the JP work continue after project support ends?											
	9.1	To what extent have the constituents and partners institutionalized the support provided by the JP?	Y			Y				Y	Y	Y	Y
	9.2	What JP interventions will have potential for further scaling up and/or replication by UN agencies and/or their partners?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Cross-cutting	10	To what extent has the JP promoted gender and delivered equality and disability inclusion and non- discrimination? (related to 3.3)											
	10.1	To what extent has the JP protected human rights and promoted international labour standards?	Y	Y		Y	Y				Y		
	10.2	To what extent has the JP facilitated and strengthened social dialogue through its delivery?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	10.3	To what extent has the JP improved environmental sustainability?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Recommend'ns	11	How could this type of work be improved in future programming?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	

⁷ Based on ToC Impact statement

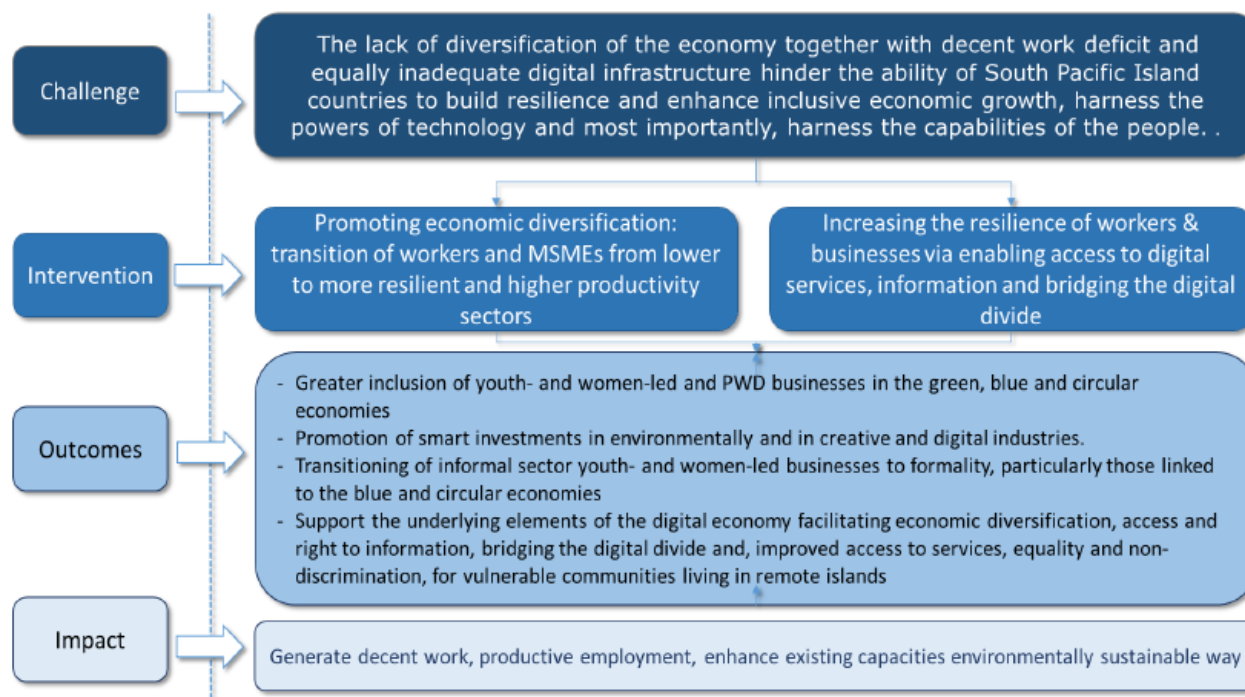
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Appendix 2: Indicator analysis

The Theory of Change (ToC) is below.

Figure 8: Theory of change



SOURCE: ProDoc (Joint SDG Fund, 2022)

Note that the analysis of results which follows utilized the latest monitoring data from the JP LogFrame up to and including December 2024. Therefore, the results discussed are a comparison of results in 2024 against 2024 targets. In 2025 incremental progress has been made, however a revised LogFrame not yet developed given the program continues beyond the evaluation scope.

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Table 6: Monitoring data (to December 2024)

	Above/On/Under target (2024)	Comment
Outcome 1: Inclusion of youth, women-led and PWD businesses in the green, blue and circular economies		
Outcome 1.1. integrated multi-sectoral policies have accelerated SDG progress in terms of scope	No data	The indicators reference having “accelerated SDG progress”. It is a mandatory SDG fund indicator. Policy formulation alone takes several years. Policy implementation is then (depending on the document) set for 3-10 years after that. It is, therefore, impossible to meaningfully assess to which extent policies have accelerated SDG progress within the span of a 2 year project and the SDG fund may wish to consider changing this indicator.
Outcome 1.2. integrated multi-sectoral policies have accelerated SDG progress in terms of scale	No data	
Output 3.1. Number of innovative policy solutions that were designed and tested	12 achieved, no target	
Output 3.2. Number of integrated policy solutions that have been implemented with the national partners in lead	6 achieved, no target	
Indicator 1: No of cross-cutting or sectoral job-creation measures identified/planned/undertaken by the governments of Fiji, Solomon Islands, Vanuatu, Tonga, and Tuvalu (measures include policy formulation, legal changes affected, policies and plans that have begun to be implemented, solutions piloted and/or changes to institutional structures).	Above (6 achieved, target 5)	
Indicator 2: No of MSMEs (youth, women, PwD owned) existing MSMEs who have implemented measures to improve business resiliency / growth following the completion of the activity AND No. of new MSMEs (youth, women, PwD owned) that were founded, incubated etc. who still exist six months following their creation".	Above (70 target, 25 achieved)	Double barreled indicator
Indicator 1.1.1 Number of labour market diagnostics conducted to support the formulation of climate-smart national employment policies	On (4 achieved, 4 targeted)	
Indicator 1.1.2 Number of participants that were consulted on policy formulation in prioritization/validation meetings.	Above (200 achieved, 160 targeted)	Number of women attending was not recorded and has no target
Indicator 1.1.3 Number of sectoral skills councils brought together to anticipate skills demand in emerging sectors and develop sector-skills strategies	Above (7 achieved, 4 targeted)	
Indicator 1.1.5 Number of studies completed to scan public employment services, focusing on services provided to youth, women and PWDs	Below (0 achieved, 1 targeted)	Study is still on hold as other JP outcomes were found to be more pressing by local stakeholders and required greater attention (\$). Potentially this activity may get cancelled.

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	Above/On/Under target (2024)	Comment
Indicator 1.1.6 Number of employment services that adopt digital solutions for accessibility and effectiveness improvement to support unemployed youth and women	Below (0 achieved, 1 targeted)	
Indicator 1.1.7 Number of assessments conducted on the impact of COVID-19 on the livelihoods of PWDs, including gender perspectives on disability and the disability perspective on the situation of women and girls with disabilities	On (1 achieved, 1 targeted)	
Indicator 1.2.1 Number of MSMEs and BDS providers surveyed on BDS needs	Below (27 achieved, 100 targeted)	Target was not achieved due to the fact that we overestimated the total number of BDS providers in the region. The activity is, however, completed.
Indicator 1.2.2 Number of BDS providers who received training and technical assistance to provide services in strategic sectors	Above (69 achieved, 5 targeted)	The team conducted a cost-benefit analysis of organizing separate training in each country vs. 1 regional TOT. Separate training was chosen, allowing the JP to reach considerably more organizations. Suggest; change in scope should have equated to updated target
Indicator 1.2.3 Number of resource and market assessments conducted to identify productive employment opportunities for women and youth	Above (8 achieved, 5 targeted)	
Indicator 1.2.4 Number of (female, youth, PwD) beneficiaries who received training on business entrepreneurship, with a focus on business continuity, greening and digitizing businesses.	Above (823 achieved, 100 targeted)	Was intending to reach 100 in 2024, but early implementation
Indicator 1.2.5 Number of studies completed that explore public private partnership on business resilience in SIDS	On (1 achieved, 1 targeted)	
Indicator 1.2.6 Number of young men and women who received further in-kind support for their business development, disaggregated by sex and age	Above (70 achieved, 20 targeted)	
Indicator 1.2.7 Number of trademark and distribution strategies designed for creative services and products.	Above (3 achieved, 2 targeted)	This activity is implemented by departments of culture / or intellectual property in three countries. Capacity development was required to enable these actors to take on (this and other) project activities (see below) which led to a delay of approx. 6 months. The output was delayed from 2023 to August 2024, then to March 2025. Three distribution strategies were included in the launch of the three CMOs in Fiji, Solomon Islands, and Vanuatu.
Indicator 1.3.1 Number of assessments conducted on the characteristics of the informal economy disaggregated by sex and age	On (1 achieved, 1 targeted)	

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	Above/On/Under target (2024)	Comment
Indicator 1.3.2/3 Number of policies and integrated innovative strategies to support the transition to formality with gender perspective	On (1 target, 1 achieved)	
Indicator 1.3.4 Number of reports launched to provide statistical data on the social and economic contribution of the creative sector to the SDGs	Below (2 target, 3 achieved)	
Indicator 1.3.5 Number of gender-responsive strategies for the creatives sector developed	Above (6 achieved, 3 targeted)	
Indicator 1.3.6 Number of studies conducted to review the legal standards on intellectual property rights	On (3 achieved, 3 targeted)	
Indicator 1.3.7 Number of consultations provided on the ratification of the convention on the Protection and Promotion on the Diversity and Cultural Expression	On (5 achieved, 5 targeted)	
Outcome 2: Additional financing leveraged to accelerate SDG achievement		
OUTCOME 2: Indicator 1 No of policies and strategies developed that support digitalization in countries	Above (6 achieved, 4 targeted)	
OUTCOME 2: Indicator 2 No of persons (women, youth, PwDs) in remote communities empowered through digital skills provision and awareness to improved livelihoods	Above (1801 achieved, 200 targeted)	
Outcome 2.1.a US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged from public sector partners	No data	
Outcome 2.1.b US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged from private sector partners	No data	
Output 4.1. Number of integrated financing instruments/strategies that were tested	No data	
Output 4.2. Number of integrated financing strategies that have been implemented with partners in lead	No data	
Output 4.3. Number of functioning partnership/governance frameworks in place for integrated financing strategies to accelerate the SDGs	No data	
Indicator 2.1.1 Mapping of existing policies, legislation (including regulations), strategies to identify any gaps with reference to digital transformation and develop a roadmap	On (4 achieved, 4 targeted)	
Indicator 2.1.2 Number of pilots of the recommendations of UNESCO's Internet Universality Indicators	On (1 achieved, 1 targeted)	
Indicator 2.1.3 Number of digital policies, legislations and strategies supported	Over (6 achieved, 4 targeted)	
Indicator 2.1.4 Number of countries supported with Right to Information and Data Protection and Privacy normative frameworks	Below (0 achieved, 1 targeted)	
Indicator 2.1.5 Number of national legislations or policies reviewed by mainstreaming human rights, following up on recommendations of international human rights mechanisms, and ensuring freedoms of expression and assembly/association.	Below (0 achieved, 1 targeted)	
Indicator 2.2.1 Number of studies conducted on village/island priority and stakeholder mapping	Above (2 achieved, 0 targeted)	

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	Above/On/Under target (2024)	Comment
Indicator 2.2.2 Number of people (vulnerable population disaggregation) in selected village/island able to access (directly or indirectly) digitally enabled service	Above (2037 achieved, 960 targeted)	
Indicator 2.2.3 Number of digitally enabled services provided at the village/island level	Below (6 achieved, 8 targeted)	
Indicator 2.2.4 Number of men and women at the village/island level who have participated in capacity building events, disaggregated by gender, youth, and PWD	Above (1801 achieved, 960 targeted)	
Indicator 2.2.5 Number of digital literacy trainers and vocational experts developed across vulnerable communities	Below (0 achieved, 20 targeted)	
Indicator 2.2.6 Number of countries supported in raising awareness on the need to enable access to digital space by redressing discriminatory practices with a particular focus on the human rights of women, youth and PWDs.	Above (3 achieved, 1 targeted)	
Indicator 2.3.11 Number of Community Leaders trained to report illicit exploitation of marine resources by foreign fleets.	Below (0 achieved, 50 targeted)	
Indicator 2.3.12 Number of AIS coastal receivers installed to expand terrestrial based maritime surveillance capability.	Below (0 achieved, 8 targeted)	

SOURCE: JP Results – 05.03.2025 – remaining inputs (LogFrame)



Appendix 3: Lessons Learned

Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Long-term engagement and financing are essential for sustained results.
Brief description of lesson learned	Models can only be sustained and scaled if supported by national government commitment, budget allocations, and integration into national work plans. These require long term engagements to embed and build capacity. Without such institutional backing, programs reliant on external funding often risk stagnation once initial support ends.
Context and any related preconditions	The Advancing SDG program was designed as a two year engagement from 1 September 2022 to August 2024, ultimately extended until 31 May 2025 under a no cost extension. Interventions such as supporting national policy development and installing infrastructure like AIS Receivers and Smart Islands were included as outputs anticipated to accelerate Pacific Islands' delivery of SDG commitments.
Targeted users / Beneficiaries	Pacific Island constituents.
Challenges /negative lessons - Causal factors	Aspirations to accelerate delivery of SDGs and see impact from policy and digital infrastructure changes are unrealistic in a two year programme.
Success / Positive Issues - Causal factors	Systematic technical support and capacity building of ILO's constituents, government agencies, the business sector and private implementation partners over several years in parallel to supporting development of infrastructure and structural change is required.
ILO Administrative Issues (staff, resources, design, implementation)	Short term funding and planning. Targets which were unrealistic in the context of a short programme.



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Time bound projects require realistic objectives, strong results chains and well-defined indicators measuring achievable results.
Brief description of lesson learned	Log frames should reflect intervention strategies. The use of practical and aligned indicators will encourage the use of monitoring for learning and adaptation over time. This ensures that at the end of the project, agreed milestones are achieved and continuation is ensured.
Context and any related preconditions	The Advancing SDG's logframe was influenced by the donor (SDG Fund) requirements which incorporated results which were unachievable within the timeframe of the two year implementation. While there was a Theory of Change (simplified) identified, it does not identify outputs and there are only tenuous linkages to the logframe. The ability to test causal pathways was limited given discontinuity between programming, the ToC and the logframe.
Targeted users / Beneficiaries	Programme teams, donors
Challenges /negative lessons - Causal factors	Under delivery is inevitable when there is a poor overall causal pathway design. This means planned activities and therefore outputs and their influence on higher level aspirations is not aligned. This can contribute to underachievement and limited use of the indicators to drive learning during implementation.
Success / Positive Issues - Causal factors	The logframe reviewed was up to date although its linkage to the ToC was not obvious.
ILO Administrative Issues (staff, resources, design, implementation)	Design issues in establishing monitoring frameworks.



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is ~~in~~ in the full evaluation report.

LESSON LEARNED ELEMENT	Logistical constraints in remote areas require creative, localized solutions
Brief description of lesson learned	Partnering with local institutions with subnational reach, using alternative transport options, and decentralizing implementation are essential for overcoming access barriers. Programmes must factor in extended lead times and local procurement strategies.
Context and any related preconditions	Delays in programming implementation occurred when Pacific partner government feedback was delayed and access to remote areas more difficult than planned.
Targeted users / Beneficiaries	Pacific constituents
Challenges /negative lessons - Causal factors	The remoteness of many project sites, compounded by poor transportation infrastructure and seasonal weather conditions, has made physical access and goods delivery extremely challenging, particularly in Vanuatu and Tonga.
Success / Positive Issues - Causal factors	When local presence is possible, for instance with consultations, the engagement with in-country partners and understanding of local conditions is easier. This was particularly an issue for work outside of Fiji where the UN has a strong presence.
ILO Administrative Issues (staff, resources, design, implementation)	Limited in country presence for key roles outside Suva.



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Natural disasters and political instability require built-in flexibility
Brief description of lesson learned	The Pacific's vulnerability to natural disasters and political instability highlight the need for longer implementation windows, no-cost extensions during disaster seasons, and flexible operational frameworks that anticipate and accommodate external shocks.
Context and any related preconditions	Recurring natural disasters (e.g., cyclones, earthquakes) and political transitions (e.g., elections, resignations) significantly impacted JP operations in countries like Vanuatu, Tonga, and Fiji. These are three of the five countries included in the work of the Advancing SDGs programme.
Targeted users / Beneficiaries	Pacific constituents ultimately. In terms of improving delivery of the project, beneficiaries are the implementing lead (ILO) and donors.
Challenges /negative lessons - Causal factors	Disruptions led to postponed activities and temporary halts in consultations.
Success / Positive Issues - Causal factors	In response to disruption, the programme team employed adaptive approaches such as reallocating funds to urgent needs (e.g., post-disaster assessments), rescheduling activities, and building subnational partnerships for continuity.
ILO Administrative Issues (staff, resources, design, implementation)	Risk management and adaptive management approaches during implementation



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Coordination, communication, and role clarity are crucial for multi-agency efforts.
Brief description of lesson learned	Sustained and deliberate inter-agency collaboration, including designs incorporating synergies and joint delivery is needed to fully realise the benefits of a multi-agency approach. Without these linkages, a joint programme like this can appear to simply be extensions of individual PUNO programmes without the synergies and advantages that joint programming can deliver if accessed.
Context and any related preconditions	The JP was delivered under ILO coordinating across six PUNOs (UNESCO, ITU, UNOPS, OHCHR, UNODC and ILO). No direct accountability lines exist for PUNO staff in the Advancing SDGs program and management over the two years was largely through joint meetings and shared reporting.
Targeted users / Beneficiaries	Programme beneficiaries will ultimately benefit from a more coordinated approach. Donors will also see benefits with more efficient approaches to programming.
Challenges /negative lessons - Causal factors	Structural improvements such as coordination meetings and shared frameworks have laid a foundation for coherence, but operational fragmentation remains a challenge. In several instances, agency-specific priorities, inconsistent joint planning, and logistical or staffing constraints have limited the potential of cooperation. Communication strategies and knowledge management tools need further development to ensure information flows efficiently across UN agencies, government counterparts, and communities.
Success / Positive Issues - Causal factors	<p>While the programme benefited from diverse agency expertise, coordination and synergies were limited. Strengthened coordination structures, like improved results frameworks, joint reporting mechanisms, and biannual governance meetings, have been helpful, but require ongoing commitment to joint accountability.</p> <p>There have been several notable instances of effective cooperation among Participating United Nations Organizations (PUNOs), where shared responsibilities and joint efforts enhanced program delivery. For example, ITU and UNOPS demonstrated strong collaboration with clear accountability structures, while UNESCO, ITU, and ILO jointly advanced digital literacy through workshops in Fiji, providing a model for integrated programming in the digital sector. Similarly, in Vanuatu, UNESCO and UNODC worked together to address youth employment, skills development, and rule of law, contributing to multi-dimensional SDG outcomes despite funding complexities.</p>
ILO Administrative Issues (staff, resources, design, implementation)	Reporting lines in joint programmes where PUNOs are more directly accountable to their own organisations for delivery compared to the JP under which the particular shared work is delivered.



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Staffing gaps and operational delays must be pre-emptively managed
Brief description of lesson learned	Proactive staff redeployment (e.g., UNESCO's special assignment from Paris or ITU's regional staff support) proved effective in crisis response. These experiences reinforce the importance of succession planning, regional staff pools, and agile human resource strategies to maintain programme continuity.
Context and any related preconditions	UNESCO's implementation was delayed due to staffing turnover and geographic challenges, while OHCHR faced delays due to slow recruitment, affecting planned collaboration with ILO and UNODC. Efforts to integrate human rights considerations in the digital space with ITU and ILO fell short due to resource and time constraints, despite initial plans.
Targeted users / Beneficiaries	Programme beneficiaries will ultimately benefit from a more coordinated approach. Donors will also see benefit with more efficient, on time approaches to programming.
Challenges /negative lessons - Causal factors	<p>Staff turnover, recruitment delays, and agency-specific operational bottlenecks (like lengthy procurement) have hindered momentum. Coordination has at times faltered due to logistical, bureaucratic, and resource-related challenges.</p> <p>Having single points of failure from PUNOs like OHCHR and UNESCO meant that when those people were not available, the inputs from that PUNO were delayed.</p>
Success / Positive Issues - Causal factors	In some cases, procurements (like the AIS receivers) were able to join up with larger procurements supporting a wider area, outside of the Advancing SDGs program. This would have led to volume of buy advantages, however also added a level of bureaucracy and interdependencies to procurements contributing to delays.
ILO Administrative Issues (staff, resources, design, implementation)	Procurement processes (PUNOs) and human resource planning.



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is ~~included~~ in the full evaluation report.

LESSON LEARNED ELEMENT	Streamlined funding mechanisms and financial transparency and flexibility are vital for delivery
Brief description of lesson learned	Financial bottlenecks point to the need for clearer, faster fund-flow mechanisms, more agile financing models, and equitable resource allocation to ensure that each participating agency can meet its delivery obligations effectively.
Context and any related preconditions	Payment processes from the SDG Fund through the Joint Programme structure to PUNOs was used for this programme.
Targeted users / Beneficiaries	Programme beneficiaries will ultimately benefit from a streamlined approach. Donors will also see benefit with more efficient, on time approaches to programming.
Challenges /negative lessons - Causal factors	Delays in fund disbursement and the challenge of accessing second funding tranches through the donor constrained implementation timelines. Some agencies do not have direct access to their financial performance and receive delayed financial updates. Furthermore, some agencies have reached financial ceilings, preventing the advancement of procurement and other activities.
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	Finance processes are lengthy and non-transparent, including lack of standard financial reporting amongst PUNOs



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Inclusive and rights-based approaches added value but require stronger integration
Brief description of lesson learned	Integration of cross-cutting themes such as gender equality, disability inclusion, and environmental sustainability were uneven, highlighting a need for stronger mainstreaming and follow-through in implementation phases.
Context and any related preconditions	The programme has made concerted efforts to include diverse voices through broad consultation processes, rights-based assessments, and targeted inclusion activities—especially for women, youth, and PWD. Examples include equal participation in consultations, assessments of how digital divides affect marginalized groups (especially women in creative industries), and targeted solutions like the Smart Islands programme for rural and remote communities.
Targeted users / Beneficiaries	Programme beneficiaries will ultimately benefit from a more inclusive approach.
Challenges /negative lessons - Causal factors	The timelines and availability of OHCHR staff have not always supported the development of and incorporation of suggestions to improve inclusivity. Aligned requirements of PUNOs with respect to inclusivity and their reporting have not always supported this being a priority.
Success / Positive Issues - Causal factors	This has been in part facilitated through advice and participation by OHCHR.
ILO Administrative Issues (staff, resources, design, implementation)	OHCHR staff availability



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson is included in the full evaluation report.

LESSON LEARNED ELEMENT	Stakeholder engagement must be continuous, context-aware, and adaptive
Brief description of lesson learned	Sustained stakeholder engagement from the inception of projects is essential for building trust, ensuring contextual relevance, and enabling long-term success. Future programming must incorporate more robust stakeholder engagement strategies, tailored communications, and contingency planning to remain effective amid dynamic political and environmental conditions.
Context and any related preconditions	<p>The success of the project in the Pacific region hinged on several key assumptions, including strong national political will, sufficient financial and technical resources, and continuous support from the ILO and UN agencies. It also assumes governments will adopt and sustain digital policy frameworks, support Smart Island connectivity, and engage investors to expand infrastructure and services. These assumptions have not always been mitigated in the implementation.</p> <p>Pacific stakeholders identified that, in some cases, there were issues in alignment with their national plans and their inclusion in initial design of program interventions. Without this, other assumptions, like strong political will have been found lacking in consultations.</p>
Targeted users / Beneficiaries	Programme beneficiaries will ultimately benefit from a more inclusive approach which will build more relevant and locally owned results.
Challenges /negative lessons - Causal factors	Several challenges, ranging from limited government capacity and high staff turnover to administrative delays, have disrupted consistent engagement.
Success / Positive Issues - Causal factors	Nonetheless, adaptive strategies such as leveraging relationships with academic institutions (e.g., USP in Tuvalu) or flexible collaboration among agencies helped mitigate setbacks
ILO Administrative Issues (staff, resources, design, implementation)	Design and implementation consultation processes



Appendix 4: Emerging good practices

Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Partnering with local institutions with subnational reach, using alternative transport options, and decentralizing implementation helps overcome barriers to access The use of in country partners to deliver training, for instance, USP in Tuvalu (IULO) represented an important dissemination tool to reach more participants in a contextualized approach. This methodology has been a major success in terms of audiences reached. This helped in reducing costs and using human resources which were embedded within PICS and knew their context well, leading to effective and efficient project work and ensuring greater linkages and participation from the constituents. Thus, the key to good practice for the future is to use community resources to supplement scarce project resources.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Presence of multiple community resources and channels and their willingness to collaborate. Reporting from partners has been patchy, so total beneficiaries reached has been complex to determine.
Establish a clear cause- effect relationship	Using supported, in-country partners and channels leads to better outcomes and reduced costs and time.
Indicate measurable impact and targeted beneficiaries	Reaching more than 400 SMEs for ILO training compared to the 30 which ILO was able to reach independently.
Potential for replication and by whom	Has high replicability in all ILO similar programs
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO Strategic Plan – Improving organizational performance (ILO, 2020)
Other documents or relevant comments	



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	The alignment with international conventions, such as Solomon Islands' ratification of the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, serves as a catalytic gateway for accessing global networks and support, enhancing national visibility and legitimacy
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Stakeholders identified that a key enabler for building momentum in country and accessing funding sources was by associating their work with a UN commitment. This first step was seen as valuable in creating access to more support.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	SIDS have a number of conventions in work and in place with the PUNOs who contributed to the Advancing SDG program (see Table following).
Establish a clear cause- effect relationship	Consultations demonstrated that having the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage in place served as a mandate for the government implementing partner in the Solomon Islands. This allowed them to access global networks and support, enhancing national visibility and legitimacy.
Indicate measurable impact and targeted beneficiaries	Consultations demonstrated the above.
Potential for replication and by whom	Has high replicability in all ILO similar programs
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO Objective: To promote and realize standards, and fundamental principles and rights at work (ILO)
Other documents or relevant comments	2024 Advancing SDGs annual report (ILO, 2025)



Table 7: Status of UN Convention commitments

ILO	
Fiji	Fiji joined ILO in 1974 and continues to enjoy a partnership of 47 years. The ILO's tripartite partners in Fiji are the Fiji Commerce and Employers Federation (FCEF), the Fiji Trades Union Congress (FTUC) and the Ministry of Employment, Productivity and Industrial Relations (MEPIR). ILO Decent Work Country Programme 2021 – 2025
Solomon Is	Solomon Islands became a member state of the ILO in 1984. The ILO Social partners in the Solomon Islands is the Ministry of Commerce, Industry, Labour and Immigration (MCILI), Council of Trade Unions (SICTU) and the Solomon Islands Chamber of Commerce & Industry (SICCI). ILO Decent Work Country Programme 2021 – 2024
Tonga	On the 24th of February 2016, the Kingdom of Tonga became the ILO's 187th member. The ILO's tripartite partners in Tonga are the Tonga Chamber of Commerce and Industry (TCCI) as the employers' representative, the Tonga Public Service Association as workers' representatives and the Ministry of Trade and Economic Development (including Labour Division) as the Government focal person. ILO and Tongan constituents developed Tonga's first Decent Work Country Programme 2018-2022.
Tuvalu	Tuvalu became a member of the ILO in 2008. The ILO's social partners in Tuvalu are the Tuvalu National Private Sector Organization (TNPSO) representing the employers, the Tuvalu Overseas Seamen's Union (TOSU) representing the workers and Ministry of Public Works & Infrastructure, Environment, Labour, Meteorology & Disaster. Decent Work Country Programme 2018 – 2023
Vanuatu	Vanuatu became a member state of the ILO in 2003. The social partners are the Vanuatu Council of Trade Unions (VCTU) and the Vanuatu Chamber of Commerce and Industry (VCCI). Labour issues are the responsibility of the Department of Labour (DOL), headed by the Labour Commissioner, which is part of the Ministry of Internal Affairs. ILO Decent Work Country Programme 2021 – 2024
UNESCO	
Fiji	Agreement: 20 C/Resolutions, pp. 116-19, Basic Texts Agreement date: 14/07/1983
Solomon Is	Agreement: 20 C/Resolutions, pp. 116-19, Basic Texts Agreement date: 07/09/1993
Tonga	Agreement: 20 C/Resolutions, pp. 116-19, Basic Texts Agreement date: 29/09/1980
Tuvalu	Agreement: 20 C/Resolutions, pp. 116-19, Basic Texts Agreement date: 21/10/1991
Vanuatu	Agreement: 20 C/Resolutions, pp. 116-19, Basic Texts Agreement date: 10/02/1994
ITU	
Fiji	The ITU as the UN specialized agency for ICTs has knowledge and expertise on a range of ICT and digital issues across various digital transformation elements (Policy, legislation, regulation, infrastructure, services, cybersecurity, digital skills, emergency telecommunication, other). ITU is actively engaged with countries and sub-regional organizations in the Pacific.
Solomon	
Tonga	
Tuvalu	
Vanuatu	
UNODC	
Fiji	Fiji on 19 Sept 2017 completed accession to the 2000 UN Convention Against Transnational Organized Crime (UNTOC) and a basis for UNODC support.
Solomon Is	
Tonga	Tonga on 03 Oct 2014 completed accession to the 2000 UN Convention Against Transnational Organized Crime (UNTOC) and a basis for UNODC support.
Tuvalu	Tuvalu on 24 Sept 2003 committed to accede to the 2000 UN Convention Against Transnational Organized Crime (UNTOC) and a basis for UNODC support.
Vanuatu	Vanuatu on 04 Jan 2006 completed accession to the 2000 UN Convention Against Transnational Organized Crime (UNTOC) and a basis for UNODC support.
OHCHR	
Fiji	Establishment of a regional presence for the Pacific covering 16 countries, including Fiji, Solomon Islands, Tonga, Tuvalu, Vanuatu (General Assembly resolution 48/141, 20 December 1993). UNGPs endorsed by the Human Rights Council in June 2011.
Solomon Is	
Tonga	
Tuvalu	
Vanuatu	
UNOPS	
Fiji	UNOPS host country agreement with the Government of Fiji, finalized on 23 July 2019
Solomon Is	
Tonga	UNOPS host country agreement with the Kingdom of Tonga finalized 8th July 2019
Tuvalu	
Vanuatu	

⁸ https://unesdoc.unesco.org/ark:/48223/pf0000372956/PDF/372956eng.pdf.multi_page=143



Title: Advancing SDGs

Project DC/SYMBOL: RAS/22/53/UND

Name of Evaluator: MarVAL Consulting

Date: 05 June 2025

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	Building on developed and larger existing programs to address new context through programs like Smart Islands (ITU/UNOPS) and the AIS programme (UNODC) have helped access ready expertise and volume of buy for procurements.
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The ability of the Joint Programme to deliver digital transformation work through the Smart Islands (ITU/UNOPS) and AIS Receiver (UNODC) elements has drawn from the larger pieces of work delivered in line with these implementations globally and in other countries in the Pacific. Having developed and planned for other implementations, those in the Advancing SDGs Joint Programme has been able to avoid the same steps under its implementation, needing only to contextualize for individual Pacific Islands rather than create from a zero base.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Every country is different and these differences should be considered and accommodated. Additionally, building dependencies on larger projects can also add delays with more stakeholder approvals and larger procurement thresholds.
Establish a clear cause- effect relationship	Consultations demonstrated that having an established and tested technology in use in similar contexts saves effort and can help access volumes of buy in procurements.
Indicate measurable impact and targeted beneficiaries	Consultations demonstrated the above.
Potential for replication and by whom	Has high replicability in all ILO similar programs
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Strategic Plan 2022-2025: Optimizing the use of ILO resources (ILO, 2020)
Other documents or relevant comments	

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Appendix 5: Relevance nationally and regionally

Table 8: Strategy and programming comparison

Country	Strategy	Outcome	Country Implementation Plan (2023-24)	UN Pacific Strategy/ equivalent
Tuvalu	Tuvalu National Strategy for Sustainable Development 2021-2030 (Ministry of Finance, Government of Tuvalu, 2020)	National Outcome 1: Harnessing the Digital Transformation to Improve Lives	<p>Bridging the digital divide</p> <ul style="list-style-type: none"> Support for Tuvalu's Digital Nation initiative. Improve infrastructure and overall connectivity, including those in remote island settings. Improve accessibility for households to make additional services available to the population 	<p>Sub-outcome 6: Bridging digital divide</p> <p><u>Preconditions for the realization of the sub-outcomes</u></p> <p>Improved digital infrastructure and connectivity</p> <p>Better access to digital services and information.</p>
Fiji	Fiji National Development Plan 2025 - 2029 and Vision 2050 (Ministry of Finance, Strategic Planning, National Development and Statistics, Government of the Republic of Fiji, 2024)	Focus Area 4: Catalyzing Economic Growth and Diversifying the Economy	Digital transformation including developing fintech solutions, electronic payment systems, digitalization of the labour market and digitalization of correctional services records and statistics	<p><u>Main UN collective strategic contributions</u></p> <p>Support the development of digital infrastructure products and services.</p> <p>Digital skills development. Supporting policy and regulatory environment and promoting digital economy and trade.</p>
Solomon Island	National Development Strategy 2016 to 2035 - Improving the Social and Economic Livelihoods of all Solomon Islanders (Ministry of Development Planning and Aid Coordination, 2016)	NDS Objective One: Sustained and inclusive economic growth	<ul style="list-style-type: none"> Open source internet connectivity 	<p><u>Indicators</u></p> <p>SDG 9.c.1 Proportion of population covered by a mobile network, by technology</p> <p>Baseline Value: (2021) 2G: 90.1% 3G: 78.8% 4G: 61.3%</p> <p>17.8.1 Proportion of individuals using the Internet. Regional Indicator: No. of countries with increased individuals using the internet</p> <p>Baseline Value: 21.6% (2020)</p>
Vanuatu	National Sustainable Development Plan 2016 to 2030 (Department of Strategic, 2016)	ECO 4: An enabling business environment, creating opportunities and employment for entrepreneurs throughout Vanuatu	<p>Strengthening digital infrastructure & connectivity</p> <ul style="list-style-type: none"> Promoting the use of digital services 	<p>Baseline Value: 21.6% (2020)</p>
Tonga	Tonga Strategic Development Framework (Ministry of Finance and National Planning, 2015)	Pillar 4, Organisational Outcome 4.3: More reliable, safe and affordable information & communication technology (ICT) used in more innovative ways	<ul style="list-style-type: none"> Support the development of digital infrastructure products and services 	<p><u>Source:</u> United Nations Pacific Sustainable Development Cooperation Framework 2023-2027 (United Nations System in the Pacific , 2022)</p>

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Appendix 6: Terms of Reference

Terms of Reference – Service Provider Final Independent Evaluation

‘Advancing the SDGs by Improving livelihoods and resilience via economic diversification and digital transformation’

1. Key facts

Title of project being evaluated	Advancing the SDGs by improving livelihoods and resilience via economic diversification and digital transformation
Project DC Code	RAS/22/53/UND
Type of evaluation (e.g. independent, internal)	Independent
Timing of evaluation (e.g. midterm, final)	Final
Donor	Multi Partner Trust Fund (MPTF) UN Joint SDG Fund
Administrative Unit in the ILO responsible for administrating the project	CO-Suva
Technical Unit(s) in the ILO responsible for backstopping the project	EMPLAB
P&B outcome (s) under evaluation	Outcome 3 - Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all. Outcome 4 - Sustainable enterprises as generators of employment and promoters of innovation and decent work.
SDG(s) under evaluation	05. Gender equality 08. Decent work and economic growth 09. Industry, innovation, and infrastructure 10. Reduced inequalities 14. Life below water
Budget	\$US 4,258,000

2. Background information

2.1 Brief context

The Pacific region covers Small Island Developing States (SIDS) including Fiji, Solomon Islands, Tonga, Tuvalu and Vanuatu which are almost constantly facing intense climate-related disasters and the resulting economic and community challenges. The region has averaged one major climate-related disaster a year (Tonga being the most recent) from 2017 to 2022, detrimentally affecting their economic growth and hindering their progress towards Sustainable Development Goals (SDGs).

In addition to the high risk of climate-related impacts, the COVID-19 global pandemic has increased threats to the socio-economic conditions of the region and pose greater challenges to mitigate them. Previously an area ripe with international tourism and its supporting industries, the sudden halt in travel across the globe has had a severe impact on businesses and income in the region. Since the start of the COVID-19 pandemic in early 2020, the region has seen a significant decline in GDP. The impact of the COVID-19 and lack of diversification of the economy increased Pacific SIDS vulnerability significantly.

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The dearth of connectivity to the Internet ranks among the biggest challenges. It limits enabling the infrastructure for new social and economic opportunities. According to ITU's analysis at the end of 2019, in Pacific SIDS less than one-third (33%) of residents use the Internet.

Various combined challenges led to widespread unemployment and loss of income. Especially, it impacted women, people with disabilities, and other vulnerable communities at a much higher rate, causing an intense rise in inequality in a short period of time.

In order to enhance community resilience of the Pacific SIDS, integrated strategies for development focusing on strengthening economic resilience, promoting decent work, improving social protection, protecting human rights, supporting digital connectivity and environmental sustainability go hand in hand. This Joint Programme (JP) 'Advancing the SDGs by Improving livelihoods and resilience via economic diversification and digital transformation' aims to support SDG acceleration by combining transformational upstream policy and regulatory interventions and downstream catalytic capacity-building programmes. Particularly, it strives to strengthen resilience of communities through economic diversification in key sectors by creating an enabling environment for communities to adapt to the digital era.

2.2 Theory of Change (ToC)

The ToC underpinning the design of the JP is as follows:

IF the JP focuses on addressing the lack of diversification of the economy which leave the region extremely vulnerable to frequent natural disasters, impacts of the COVID-19 crisis, and changing global economic trends, while fostering inclusive labour market and formalization of businesses, contributing to the recovery of the hard-hit sectors in these economies, **TOGETHER** with enabling digital services, access and right to information, policy and regulatory environment for digital development in remote islands, **WHILE** facilitating a safe, inclusive and rights-based policy and regulatory environment through the provision of technical assistance and supporting applications, **THEN** recovery interventions will generate decent work, productive employment, enhance existing capacities and build resilience in an environmentally sustainable way. The JP will prioritize the impact of business activities on individuals and communities, paying particular attention to those in vulnerable or marginalized situations.



2.3 Strategic Framework

The JP was jointly implemented from 1 September 2022 to 31 August 2024 by six UN organizations (ILO (convening agency), ITU, UNESCO, UNODC, UNOPS and OHCHR), focusing on the following two outcomes and five outputs:

Outcome 1: Strengthen capacity and resilience of workers and micro-, small- and medium-enterprises (MSMEs), focusing on women, youth and PWDs in the hard-hit sectors resulting from the impact of COVID-19, supporting economic diversification that create decent jobs and building greater resilience of the economy.

Output 1.1: Legal and employment policy frameworks are supported to strengthen capacities of women and young workers and enterprises to promote job-rich recovery through economic diversification by demand-led skills

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acquisition, with vocational training, apprenticeship, and entrepreneurship schemes in green, blue, orange and circular economies.

Output 1.2: Improved demand-driven business development services for women and youth for creating sustainable businesses in environmentally and commercially sustainable food production systems and in creative and digital industries with employment potential.

Output 1.3: Regulatory and policy frameworks and other measures are supported to facilitate formalization of informal youth- and women-led businesses, ensuring that no one is left behind, and discouraging informalization of the enterprises and jobs in the formal economy.

Outcome 2: Support the underlying elements of the digital economy, formulate policy and regulatory environment for facilitating economic diversification, access and right to information, bridge the digital divide and improve access to digital services, equality and non-discrimination for vulnerable remote island communities.

Output 2.1: Policies, legislation, regulations and strategies are supported to facilitate access to information and digital services for women and youth, keeping in view that access to online content is in compliance with the states' obligations to international standards.

Output 2.2: Access to digital services improved by women, youth, and PWDs enhanced to identified remote and vulnerable communities including workers and MSMEs, which in turn enhances access to public services, jobs and opportunities as well as preventing exploitation of marine resources.

The impact of the JP is envisaged to achieve:

a) Legal and policy frameworks supported to promote economic diversification through employment policy, demand-led skills acquisition, with vocational training, apprenticeship, and entrepreneurship schemes in green, blue, orange and circular economies.

b) Resilient and sustainable business development with employment potential in the formal economy in the food production systems, creative, green and digital industries.

c) Refinement of laws, regulations and policies to facilitate access to digital services.

d) Access to digital services and digital skills to remote and vulnerable communities, which in turn enhances access to public services, jobs and other opportunities.

2.4 JP's links to wider strategies and SDGs

2.4.1 SDG Targets

The JP directly addresses the following SDGs:

- SDG 5 (Gender equality):
- SDG 8 (Decent work and Economic growth)
- SDG 9 (Industry, Innovation, and Infrastructure)
- SDG 10 (Reduced inequalities)
- SDG 14 (Life below water)

2.4.2 UN Pacific Strategy

Outcome 3: Sustainable and Inclusive Economic Empowerment

By 2022, people in the Pacific, in particular youth, women, and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multi-dimensional poverty and inequalities, and promotes economic empowerment.

Outcome 6: Human Rights

By 2022, people in the Pacific effectively enjoy a strengthened legal framework and institutions that deliver human rights protection in accordance with international commitments under relevant treaties, and the Universal Periodic Review (UPR).

2.4.3 National Frameworks

The JP contributes to:

- The 5-Year and 20-Year National Development Plans (NDP) of Fiji
- The National Development strategy (NDS) 2016 – 2035 of the Solomon Islands
- Tonga Strategic Development Framework II 2015 – 2025
- Tuvalu National Strategy for Sustainable Development 2021-2030
- The National Sustainable Development Plan (NSDP) 2016 – 2030 of Vanuatu

2.5 Cross-cutting issues in the JP

The JP directly addresses cross-cutting issues, including:

- human rights and labour standards
- social dialogue
- gender equality

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- disability inclusion and non-discrimination
- environmental sustainability

3. Purpose, objectives, and scope of the evaluation

3.1 Evaluation Background

The JP will go through a joint final independent evaluation with an established arrangement for managing the joint evaluation, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the JP. The evaluation will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations.

As the convening agency of this JP, the ILO serves as the leading agency for the implementation of the final independent evaluation. The evaluation function is designed to be objective and independent, with the aim of enhancing external credibility, fostering a culture of learning. The evaluation strategy incorporates the key guiding principles of the Strategic Policy Framework of the ILO, which call upon evaluation to strengthen knowledge development and accountability in the areas of Decent Work, international labour rights and standards and the ILO Declaration on Social Justice for a Fair Globalization, ILO Centenary Declaration for the Future of Work as well as to enhance the relevance and utility of evaluation to constituents.

The evaluation process will be participative and will involve a sample of relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst governments, donors, academic institutions, and stakeholders of civil society (including workers' and employers' organizations) and a joint management response will be produced upon completion of the evaluation process to be made publicly available on the evaluation platforms or similar of the PUNOs and through the UNEG database.

3.2 Purpose and Objectives of the Evaluation

The evaluation's purpose is to promote accountability to key stakeholders of the JP, including the donor UN joint SDG fund and enhance learning among stakeholders and PUNOs. Knowledge and information obtained from this evaluation will be used to inform and improve further design and implementation of similar interventions.

The objectives of this evaluation are:

- Assess the extent to which the JP has achieved its expected outcomes and results regarding the different target groups, while identifying success factors and constraints that have led to them.
- Identify unexpected positive and negative results of the JP.
- Assess the relevance of the JP design and implementation to the UN SDGs and relevant strategies, national development strategies and ILO frameworks.
- Assess the extent of sustainability to which the JP outcomes will achieve.
- Provide recommendations to JP relevant stakeholders to promote sustainability and support further development of the JP outcomes.
- Identify good practices and lessons learned to inform key stakeholders (e.g., national stakeholders, the resource partner, ILO and other PUNOs, etc.) for future similar interventions.

3.3 Evaluation Scope

This evaluation will assess the entire JP implementation from 1 September 2022 to 28 February 2025 by six PUNOs including ILO, ITU, UNESCO, UNODC, UNOPS and OHCHR.

It will examine a sample of documents relevant to the JP, including:

- the project document along with the budget
- annual narrative progress reports and financial reports
- final consolidated narrative report and financial report (if available)
- documents produced as outputs of the project, such as knowledge products, policy strategies, communication products, etc.

The geographical scope of the evaluation covers five Pacific SIDS, including Fiji, the Solomon Islands, Tonga, Tuvalu, and Vanuatu.

The evaluation will integrate gender equality, disability inclusion and non-discrimination, norms and labour standards, environmental sustainability and social dialogue as cross-cutting themes throughout its process and deliverables.

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4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will be based on the following evaluation criteria:

- Relevance
- Coherence
- Validity of the JP design
- Effectiveness
- Efficiency
- Impact
- Sustainability
- Cross-cutting issues (for this JP: gender equality, disability inclusion and non-discrimination, norms and labour standards, environmental sustainability, and social dialogue)

The following table provides a list of evaluation questions based on criteria above. It is expected that the evaluation will address all these questions. Any fundamental changes to the suggested evaluation questions should be agreed in advance between the evaluation team and the Evaluation Manager in consultation with the stakeholders and reflected in the inception report.

	Criteria	Evaluation questions
1	Relevance	<ul style="list-style-type: none"> ▪ To what extent does the JP respond to the needs of the tripartite constituents, recipients and beneficiaries in the five Pacific SIDS? ▪ To what extent does the JP achieve the SDG targets and the UN Pacific Strategy? ▪ To what extent does the JP contribute to respective country development frameworks in the five Pacific SIDS? ▪ To what extent does the JP address cross-cutting issues, including human rights and labour standards, social dialogue, gender equality, environmental sustainability, and disability inclusion and non-discrimination?
2	Coherence	<ul style="list-style-type: none"> ▪ Do all six PUNOs involved in the JP work in a coherent manner to achieve the project objectives together? ▪ To what extent has the JP maximized synergies with other initiatives in this area by PUNOS and the five Pacific SIDS? ▪ What are the established foundational processes that ensure coherence and coordination?
3	Validity of the JP design	<ul style="list-style-type: none"> ▪ Is the Theory of Change of the JP adequately described and is there a clear logic across the results levels? ▪ Is the JP realistically designed in terms of the expected outcomes, outputs and activities given the time and resources available? ▪ To what extent are indicators and results of the JP measurable? ▪ To what extent does the JP integrate cross-cutting themes in the design?
4	Effectiveness	<ul style="list-style-type: none"> ▪ To what extent has the JP achieved its expected outputs and outcomes? ▪ To what extent has the JP contributed to acceleration toward the relevant SDGs? ▪ What are the factors which affected the achievements or failure to achieve the expected results? ▪ To what extent have the JP management, coordination mechanisms and monitoring effectively addressed implementation challenges and new demands? ▪ Are JP partners and target beneficiaries satisfied with quality of JP deliveries?

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5	Efficiency	<ul style="list-style-type: none"> ▪ Has the JP allocation of financial, human and technical resources been optimal to achieve the expected results? ▪ Have JP interventions been completed on time according to the project document? If not, what factors affected timely delivery and what measures have been taken to address them? ▪ How well did all six PUNOs coordinate the JP?
6	Impact	<ul style="list-style-type: none"> ▪ Has the JP generated impacts on economic diversification and digital transformation in the five Pacific SIDS? ▪ Has the JP made a difference to the acceleration of achieving the SDGs and outcomes of UN Pacific Strategy? If so, how has the JP made a difference? ▪ What are broader and longer-term effects that the JP has contributed to youth, women and persons with disabilities? ▪ What JP interventions will have potential for further scaling up and/or replication by UN agencies and/or their partners?
7	Sustainability	<ul style="list-style-type: none"> ▪ To what extent have the constituents and partners institutionalized the support provided by the JP? ▪ To what extent the sustainability is taken into consideration during the JP implementation? Does the JP have an exit strategy?
8	Cross-cutting issues	<ul style="list-style-type: none"> ▪ To what extent has the JP protected human rights and promoted international labour standards? ▪ To what extent has the JP facilitated and strengthen social dialogue through its delivery? To what extent are the JP management and implementation guided by tripartite dialogues? ▪ To what extent has the JP promoted gender equality and disability inclusion and non-discrimination? ▪ To what extent has the JP improved environmental sustainability?

5. Methodology

The evaluation team is expected to conform to guidelines and standards set by the UN the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016), UNEG Code of Conduct for Evaluation in the UN system (2008), UNEG Ethical Guidelines for Evaluation (2020), UN SWAP Evaluation Performance Indicator (2018), and UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014).

The evaluation is an independent evaluation. The final methodology and evaluation questions will be determined by the evaluation team in consultation with the Evaluation Manager and the Joint Evaluation Steering Group by PUNOs. The evaluation will combine qualitative and quantitative methods to collect reliable data and promote engagement of key stakeholders at all levels. The data collected from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

For data collection the evaluation will adopt the following techniques:

- **Desk review of the following documents:**
 - project documents (PRODOC), with attention to examining the JP's Theory of Change
 - progress reports
 - research and publications
 - activity documents
 - communication products
 - UN Pacific Sustainable Development Cooperation Framework (2023-2027)
 - UN Pacific Strategy
 - [Pacific Regional Culture Strategy \(2022-2032\)](#)

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The desk review may suggest preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefings with the JP implementation team by PUNOs.

- **Interviews/Focus Group Discussions/Surveys (if necessary) to the following informants:**
 - project staff and technical backstopping of six PUNOs
 - tripartite constituents (governments, employers' organizations, workers' organizations) of five Pacific SIDS
 - civil society organizations
 - private sector partners
 - beneficiaries, for example rural workers
- **Field visits (if necessary)**

The selection of field visit locations should be based on criteria to be defined by the evaluation team and to be approved by the Evaluation Manager.

The data and information should be collected, presented and analyzed with appropriate gender disaggregation and responsiveness to human rights and labour standards, social dialogue, non-discrimination and disability inclusion. The evaluation team will review relevant documents and discuss with the JP implementation team to prepare an inception report. The inception report is expected to specify detailed approaches and methodologies that are reliable and feasible and a workplan. Any fundamental changes should be agreed between the evaluation team the Evaluation Manager and reflected in the inception report.

6. Main deliverables

The evaluation team is expected to produce the following deliverables:

a) An inception report

An inception report will be completed upon the document review and an initial discussion with the JP implementation team of all PUNOs. The Evaluation Manager, in consultations with the Joint Evaluation Steering Group by PUNOs, will review and approve the inception report before the data collection process starts. The inception report structure is attached as an Annex 1 'Writing the Inception Report'.

b) A draft evaluation report

After the data collection is completed by the evaluation team, a draft evaluation report is expected to be developed for stakeholders' feedback. The report should follow the structure below:

- Executive summary
- Cover page
- Brief project background
- Evaluation background: purpose, scope and clients of evaluation
- Evaluation criteria and questions
- Methodology
- Findings
- Conclusions
- Recommendations
- Lessons learned and good practices

A further guidance on the evaluation report structure and quality assurance of the report is provided as an Annex 2.

c) A presentation for a stakeholder consultation workshop

A presentation is expected to provide preliminary evaluation findings and recommendations for stakeholders' consultations and feedback. The presentation should be concise and clear with specific qualitative and quantitative information.

d) Stakeholder consultation workshop (possibly online)

A half-day workshop will be organized by the evaluation team with the logistic support of the JP implementation team. The objective of the workshop is to present preliminary evaluation findings and recommendations to stakeholders of five Pacific SIDS for their feedback. The comments from stakeholders will be considered for the final evaluation report.

e) Final evaluation report

After incorporating comments from the stakeholder consultation workshop, the final evaluation report is expected to be produced in English with no longer than 35 pages excluding annexes.

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The quality of the report will be assessed according to the UNEG as well as ILO EVAL criteria. The final evaluation report will go through the quality control by the Evaluation Manager, the ILO regional evaluation officer and the ILO EVAL Office.

f) Lessons Learned and Good Practices in a specified template for wider knowledge dissemination

7. Management arrangements and work plan (including timeframe)

This joint independent evaluation will be led by the JP convening agency ILO and managed by the Joint Evaluation Steering Group by PUNOs. The final evaluation report should be submitted to the ILO EVAL Office for its evaluation repository.

Evaluation Manager

An Evaluation Manager will be assigned by the ILO. The evaluation team will report to the Evaluation Manager. The Evaluation Manager is responsible for the following tasks:

- Draft the joint independent evaluation Terms of Reference (ToR)
- Circulate the drafted ToR for key stakeholders' and Joint Evaluation Steering Group's comments and finalize the ToR
- Develop a call for expression of interest and manage the selection of an independent evaluation team in coordination with the regional evaluation officer and ILO EVAL Office
- Brief the evaluators on relevant joint evaluation policies and procedures
- Coordinate with the JP implementation team on a field mission schedule (if needed) and a stakeholder consultation workshop
- Review and approve the inception report
- Circulate the first evaluation report for comments by key stakeholders and Joint Evaluation Steering Group
- Ensure the final evaluation report address all comments (or explanations of why any comment has not been addressed) and meets UNEG requirements
- Share the final evaluation report with RCO in Pacific and PUNOs for the final approval

JP implementation team by PUNOs

The JP implementation team includes key JP staff of ILO, ITU, UNESCO, UNODC, UNOPS and OHCHR.

The team is responsible for the following tasks:

- Provide comments on the development of the ToR
- Provide relevant project documents and materials to the Evaluation Manager
- Provide a list of interviewees and their contact details
- Support schedule interviews/consultations and field missions if needed
- Provide information and oral/written inputs as requested
- Participate in the stakeholder consultation workshop
- Review and provide comments and feedback on all written deliverables
- Develop the Evaluation Management Response in consultation with key stakeholders

ILO project team

The ILO, as the JP convening agency, will handle administrative and contractual arrangements with the evaluation team and provide logistical and other assistance as required.

Joint Evaluation Steering Group by PUNOs

A Joint Evaluation Steering Group by PUNOs should be established, chaired by RC in Pacific and composed by PUNO staff (e.g. M&E officers) who don't have prior involvement in the JP implementation. The Joint Evaluation Steering Group is responsible for the following tasks:

- Review and approve the ToR, endorsing the overall evaluation framework and the release of the evaluation products
- Oversee the evaluation process
- Review and approve all written deliverables

Evaluation Team

The evaluation team is responsible for the following tasks:

- Conduct a desk review of all relevant documents and interviews with key stakeholders
- Coordinate with the Evaluation Manager, the JP implementation team and key stakeholders to complete the entire evaluation process

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- Conduct the evaluation, including collecting, analyzing and processing data to generate evaluation findings, conclusions and recommendations
- Conduct a stakeholder consultation workshop to receive feedback from key stakeholders
- Develop an inception report, the first version and the final version of the evaluation report on time in line with the UNEG standards

The Evaluation Team reports to the Evaluation Manager.

Evaluation workplan and estimated timetable

Tasks	Estimated timeline	Responsibility
Contract • Stakeholder contacts and documentation provided	14 December 2024	Contractor/ILO
Inception Meeting with team	16 December 2024	Contractor/ILO
Desktop review (up to 50 docs)	14 December 2024 – 6 January 2025	Contractor
Initial consultations (up to 5 key stakeholders), with ILO's introduction	14 -23 December 2024	Contractor
Draft inception report	14 December 2024 - 09 January 2025	Contractor
Feedback from ILO, consolidated and in writing	16 January 2025	ILO
Resubmission	20 January 2025	Contractor
Inception report approval	23 January 2025	ILO
Introduction email to stakeholders	23 - 28 January 2025	ILO
Data collection and evaluation missions (35 interviews max)	28 January – 21 February 2025	Contractor
Initial findings report (max 5 pages)	21 February 2025	Contractor
Stakeholder consultation workshop for feedback (2 hours)	4 March 2025	Contractor/ILO
Draft evaluation report (ex Exec Summary, annexes and full reference list)	16 March 2025	Contractor
Feedback from ILO, consolidated and in writing	23 March 2025	ILO
Lessons learned and good practices document (max 5 pages)	30 March 2025	Contractor

Proposed workdays (payable days) for the Evaluation Team

Stage	Task(s)	Number of days
1	- Briefing with the evaluation manager and the JP implementation team - Desk review of JP documents - Stakeholder mapping - Inception report	9 days - international evaluator 1 days - national evaluators
2	- Interviews with JP staff of six PUNOs, national partners of five Pacific SIDs and ultimate beneficiaries (including female, youth, rural workers, etc.) - Field visits Port Vila, Suva and Nuku'alofa and local surrounds	5 days - international evaluator 25 days - national evaluators

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Stage	Task(s)	Number of days
3	- Draft evaluation report - Stakeholder consultation workshop for feedback	20 days - international evaluator 5 days - national evaluators
4	- Final evaluation report after addressing feedback - Lessons learned and good practices document (max 5 pages)	7 days - international evaluator 1 days - national evaluators time
	Proposed staffing: 1 international evaluator and 3 national evaluators (with one national for each of Vanuatu, Fiji and Tonga)	Total: 41 (Working days of the international evaluator) Total 32 (Working days of the national evaluators – note 10 days for each country plus contributions to data analysis, Inception Report, stakeholder mapping and Evaluation Report).

8. Profile of the evaluation team

The evaluation team will include an international evaluator as the leader and national evaluator(s) as member(s) to provide support.

Qualifications:

- 8-10 years of proven experience on M&E of development projects and programmes. Experience in UN joint evaluations is an advantage.
- Proven experience and knowledge of the Pacific context and/or Small Island Developing States, including socio-economic development, climate change and disaster resilience.
- Good knowledge of the UN policies and requirements on evaluation.
- Demonstrated excellent report writing skill in English.
- Excellent communication and interview skills in English.
- Demonstrated ability to work in groups and deliver quality results within strict deadlines.

9. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the UN Evaluation Group (UNEG) UNEG Ethical Guidelines will be followed.

The evaluation team should have no link to the JP management and implementation, or any other conflict of interest that would interfere with the independence of the evaluation.

Ownership of data from the evaluation rests jointly with the RC/RCO in Pacific and all PUNOs. The copyright of the evaluation report will rest exclusively with the RC/RCO in Pacific and all PUNOs. The use of data for publication and other presentations can only be made with written agreement of the RC/RCO in Pacific. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

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10. Annexes

- **Annex 1 Writing the Inception Report**

<https://www.ilo.org/publications/checklist-3-writing-inception-report>

- **Annex 2 Preparing the evaluation report**

<https://www.ilo.org/publications/checklist-5-preparing-evaluation-report>

- **Annex 3 Relevant resources**

United Nations Evaluation Group, Ethical Guidelines for Evaluation in the UN System (2008)

<https://www.uneval.org/document/detail/102>

United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluations (2014)

<https://www.uneval.org/document/detail/1616>

United Nations Evaluation Group, Norms and Standards for Evaluation (2016)

<https://www.unevaluation.org/document/detail/1914>

United Nations Evaluation Group, UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard (2018)

<https://www.unevaluation.org/document/download/3880>

United Nations Evaluation Group, Ethical Guidelines for Evaluation (2020)

<https://www.unevaluation.org/document/detail/2866>

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Appendix 7: Evaluation Instruments and Questionnaires

Each stakeholder group consulted had interview templates tailored to their unique contexts. These considered the local ways of working and the specific JP work impacting the organisation and the country in which they operate.

Generic introduction for all templates

Introduction

- ✓ Introduce background of the Advancing SDGs programme – The Joint Programme (JP) is designed to support national efforts in achieving the Sustainable Development Goals (SDGs) by fostering a sustainable, inclusive, and job-rich recovery, particularly benefiting vulnerable populations. Led by the ILO, in collaboration with UNESCO, ITU, UNOPS, UNHCR, and UNODC, the JP integrates human rights into initiatives that promote employment, social protection, and digital access. The programme focuses on four main areas: strengthening legal and policy frameworks for economic diversification, fostering resilient businesses in key sectors, improving regulatory frameworks for digital services, and expanding digital access and skills to enhance economic and social opportunities for remote and vulnerable communities.
- ✓ Introduce yourself and explain that the interview is an input into a review of the programme as it is finishing in the next few months.
- ✓ Inform the interviewee about the confidentiality of their responses.
 - Independent of ILO and UN, all inputs will be deidentified in reporting
- ✓ The interview will take about one hour
- ✓ Obtain verbal consent to proceed with the interview and to record the conversation if applicable.

Demographics

To start with we are collecting data about the demographic representation of the interview inputs

Gender	Female		Male		Other		Prefer not to say
Age	18-24	25-34	35-44	45-60	>60	Prefer not to say	
In order to assess the inclusion of people with differential ability in the partnership at all levels, please indicate if any of the following applies to you:							
Difficulty walking	Difficulty seeing	Difficulty hearing	Difficulty concentrating or communicating in your own language	Other	None of these apply	N/A or prefer not to say	
If any apply, identify the level of difficulty: <ul style="list-style-type: none"> • No difficulty • Some difficulty • A lot of difficulty • Can't do at all 							

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Interview Guide – PUNOs

KEQ ref	Question
GENERAL	
N/A	Please tell me a bit about the work you have been doing on the JP
PROJECT RESULTS	
4, 4.1 – 4.4,	What results have been achieved that align with the JP design and ToC?
9	<ul style="list-style-type: none">• Generation of decent work and productive employment, enhanced existing capacities and increased economic resilience (Impact)• Inclusion of youth and women-led and PWD businesses in economies (Outcome)• Promotion of smart investments in environmental, creative and digital industries (Outcome)• Transitioning of informal youth and women-led businesses to formal organisations (Outcome)• UNODC, ITU/UNOPS: Facilitation of economic diversification, access and right to information, bridging the digital divide and improving access to services, equality and non-discrimination, for vulnerable communities living in remote islands (Outcome)
5	How would PICT stakeholders describe the results seen since 2022?
6	What unexpected results have been achieved. Why do you think these happened? <i>Prompt: Positive and negative</i>
11.2	Please describe involvement of communities, private sector and government in the design and implementation
7	What have been the key drivers behind results? What have been the barriers?
PROJECT DESIGN	
1, 1.1, 3.4	Please describe the design of the JP and priorities of: <ul style="list-style-type: none">• PICT governments and agencies (UNODC – Police and Maritime Security)• SDG Fund• Your agency's regional and global strategies• Private sector• CSOs• Other development partners
3, 3.2, 8.2	What are your perspectives on the practicality of the JP design? <i>Prompts:</i> <ul style="list-style-type: none">• <i>Clarity of design</i>• <i>Timing expectations</i>• <i>Budget</i>• <i>Monitoring requirements</i>• <i>Communication</i>
3.1	How well do you feel the Theory of Change and monitoring frameworks reflect the work and its progress?

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KEQ ref	Question
PROJECT IMPLEMENTATION	
2	Please describe the relationship between JP work and the work of: <ul style="list-style-type: none">• Private sector• CSOs• PICT governments and agencies (UNODC – Police and Maritime Security)• Other development partners
3.3	To what extent has the Advancing SDG program promoted human rights, gender equality, disability inclusion, addressing needs of youth and non-discrimination? <i>Prompts:</i> <ul style="list-style-type: none">• <i>In its design</i>• <i>In its implementation</i>
11.3	Please describe any work done which will impact environmental sustainability
2.1, 8.1	Please provide examples of any collaboration between PUNOs to achieve results. What has helped and hindered this?
8	How would you characterize the management and reporting requirements of the JP?
8	To what extent has the work been delivered on time and within budget?
SUSTAINABILITY OF RESULTS	
3.5	To what extent has ongoing sustainability of results been taken into consideration during the JP implementation? <i>Prompt:</i> <ul style="list-style-type: none">• <i>Provide Examples</i>• <i>Does the JP have an exit strategy?</i>
10, 10.1	How likely are community impacts achieved to continue after this phase of support ends? Please provide reasoning
NEXT STEPS	
10.2	What is the potential of scaling up or replication of work in the future?
12	What improvements for future design and implementation would you recommend?

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Interview Guide – Government, including police/maritime

KEQ ref	Question
GENERAL	
N/A	Please tell me a bit about the work you have been doing with the Advancing SDGs program
PROJECT RESULTS	
4, 4.1 – 4.4,	What results have been achieved as a result of the Advancing SDG program?
9	<ul style="list-style-type: none">• Generation of decent work and productive employment, enhanced existing capacities and increased economic resilience (Impact)• Inclusion of youth and women-led and PWD businesses in economies (Outcome)• Promotion of smart investments in environmental, creative and digital industries (Outcome)• Transitioning of informal youth and women-led businesses to formal organisations (Outcome)• UNODC, ITU/UNOPS: Facilitation of economic diversification, access and right to information, bridging the digital divide and improving access to services, equality and non-discrimination, for vulnerable communities living in remote islands (Outcome)
5	How would other PICT stakeholders describe the results seen since 2022? <i>Prompt: Communities/workers, private sector</i>
6	What unexpected results have been achieved? Why do you think they happened? <i>Prompt: Positive and negative</i>
7	What have been the key drivers behind results? What have been the barriers?
PROJECT DESIGN	
1, 1.1, 1.2	Please describe the design of the Advancing SDGs program and priorities of: <ul style="list-style-type: none">• PICT governments and agencies (UNODC – Police and Maritime Security)• Private sector• CSOs• Other development partners
11.2	How has the program engaged with you and your department? <i>Prompts:</i> <ul style="list-style-type: none">• <i>Dialogue</i>• <i>Consultation</i>
PROJECT IMPLEMENTATION	
2	Please describe the relationship between the Advancing SDG program and other work in this area. How do country programs cooperate?
3.3	To what extent has the Advancing SDG program promoted human rights, gender equality, disability inclusion, addressing needs of youth and non-discrimination? <i>Prompts:</i> <ul style="list-style-type: none">• <i>In its design</i>• <i>In its implementation</i>
11.3	Please describe any work done which will impact environmental sustainability
2.1	Please provide examples of any collaboration between the UN Agencies working on this program (ILO, UNOPS/ITU, UNODC, UNESCO, OHCHR) to achieve results. What has helped and hindered this?

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KEQ ref	Question
SUSTAINABILITY OF RESULTS	
3.5, 10, 10.1	How likely are community impacts achieved to continue after this phase of support ends? Please provide reasoning
NEXT STEPS	
10.2	What is the potential of scaling up or replication of work in the future?
12	What improvements for future design and implementation would you recommend?

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Interview Guide – Private sector (Employer/Chamber)

KEQ ref	Question
GENERAL	
N/A	Please tell me a bit about the work you have been doing with the Advancing SDGs program
PROJECT RESULTS	
4, 4.1 – 4.4,	What results have been achieved as a result of the Advancing SDG program?
9	<ul style="list-style-type: none">• Generation of decent work and productive employment, enhanced existing capacities and increased economic resilience (Impact)• Inclusion of youth and women-led and PWD businesses in economies (Outcome)• Promotion of smart investments in environmental, creative and digital industries (Outcome)• Transitioning of informal youth and women-led businesses to formal organisations (Outcome)• UNODC, ITU/UNOPS: Facilitation of economic diversification, access and right to information, bridging the digital divide and improving access to services, equality and non-discrimination, for vulnerable communities living in remote islands (Outcome)
5	How would other country stakeholders describe the results seen since 2022? <i>Prompt: Communities/workers, government</i>
6	What unexpected results have been achieved? Why do you think they happened? <i>Prompt: Positive and negative</i>
7	What have been the key drivers behind results? What have been the barriers?
PROJECT DESIGN	
1, 1.1	Please describe the design of the Advancing SDGs program and priorities of your organisation and your stakeholders
11.2	How has the program engaged with you and your organisation? <i>Prompts:</i> <ul style="list-style-type: none">• <i>Dialogue</i>• <i>Consultation</i>
PROJECT IMPLEMENTATION	
2	Please describe the relationship between the Advancing SDG program and other work in this area. How do country programs cooperate?
3.3, 11.1	To what extent has the Advancing SDG program promoted human rights, gender equality, disability inclusion, addressing needs of youth and non-discrimination? <i>Prompts:</i> <ul style="list-style-type: none">• <i>In its design</i>• <i>In its implementation</i>
11.3	Please describe any work done which will impact environmental sustainability
SUSTAINABILITY OF RESULTS	
3.5, 10, 10.1	How likely are community impacts achieved to continue after this phase of support ends? Please provide reasoning
NEXT STEPS	

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KEQ ref	Question
10.2	What is the potential of scaling up or replication of work in the future?
12	What improvements for future design and implementation would you recommend?

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Interview Guide – Trade/ Workers’ Union

KEQ ref	Question
GENERAL	
N/A	Please tell me a bit about the work you have been doing with the Advancing SDGs program
PROJECT RESULTS	
4, 4.1 – 4.4, 9	How has the work impacted your members if at all?
5	How would you describe the value of results seen since 2022?
6	What unexpected results have been achieved? Why do you think they happened? <i>Prompt: Positive and negative</i>
7	What have been the key drivers behind results? What have been the barriers?
PROJECT DESIGN	
1, 1.1	How relevant is the Advancing SDGs work to your priorities and those of your members?
11.2	How has the program engaged with you and your organisation? <i>Prompts:</i> <ul style="list-style-type: none">• <i>Dialogue</i>• <i>Consultation</i>
PROJECT IMPLEMENTATION	
12, general	Have you been involved in other programs like this? How do they compare?
2	Have there been multiple programs running at the same time? How do they cooperate if at all?
3.3	To what extent has the Advancing SDG program promoted human rights, gender equality, disability inclusion, addressing needs of youth and non-discrimination?
11.3	Please describe any work done which will impact environmental sustainability
SUSTAINABILITY OF RESULTS	
10, 10.1	How likely are workforce impacts achieved to continue after this phase of support ends? Please provide reasoning
NEXT STEPS	
10.2	What is the potential to repeat or scale this work in the future?
12	What improvements for future design and implementation would you recommend?

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Appendix 8: Stakeholders consulted

The stakeholders consulted are listed in Table 9.

Table 9: Full stakeholder list

Serial Number	Name	Organization	Designation	Email	Mode of Interview	PIC/other
1	Adrian Thuanuku	Solomon Islands Council of Trade Unions	CEO	atuhanuku@gmail.com	In person	Solomon Islands
2	Agus Wandu	UN Resident Coordinator Office, Fiji	Peace and Development Advisor		Remote	Other
3	Alwyn Danitofea	Ministry of Communication and Aviation	Director Telecommunication Commission Solomon Islands	adanitofea@mca.gov.sb	In person	Solomon Islands
4	Andrew Toimoana	Ministry of Communications	Director of Information	atoimoana@mic.gov.to	In person	Tonga
5	Aoga Lofe	Tuvalu National Private Sector Organisation (TNPSO)	Member - TNPSO	aogakofe@gmail.com	Remote	Tuvalu
6	Ashish Narayan	ITU	Programme Coordinator	ashish.narayan@itu.int	Remote	Other
7	Brown Pwai	Ministry of Commerce, Industries, Labour and Immigration		brown.pwai@commerce.gov.sb	In person	Solomon Islands
8	Chiaki Ota	OHCHR		chiaki.ota@un.org	Remote	Fiji
9	David Air	ICTSU	Advisor	dair@sig.gov.sb	In person	Solomon Islands
10	Dennis Marita	Ministry of Culture and Tourism	Director Culture Division	DMarita@tourism.gov.sb	In person	Solomon Islands
11	Edward Bernard	Fiji Commerce and Employers' Federation	Chief Executive Officer	ceo@fcef.com.fj	In person	Fiji
12	Helen Kirsch	ILO	Program Manager	kirsch@ilo.org	Remote	Fiji
13	Hilia Vavae	Tuvalu National Private Sector Organisation (TNPSO)	CEO TNPSO	hiliavavae2020@gmail.com	Remote	Tuvalu
14	Jean - Pierre Sam	Music Federation	Member of the Executive Board	jpsam@vanuatu.gov.vu	In person	Vanuatu

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Serial Number	Name	Organization	Designation	Email	Mode of Interview	PIC/other
15	Joanna Spencer	Vanuatu Chamber of Commerce and Industry	Advisor	adviser@vcci.vu	In person	Vanuatu
16	John Jack	Office of the Government Chief Information Officer	Deputy Chief Information Officer	john.jack@ogcio.gov.vu	In person	Vanuatu
17	John Kemakeza	MFAET	UN Desk	john.kemakeza@mfaet.gov.sb	In person	Solomon Islands
18	Jotika Gounder-Sharma	Fiji Trade Union Congress	Executive Officer	executiveofficer@ftuc.org.fj	In person	Fiji
19	Kesang Phuntsho	UN Resident Coordinator Office, Fiji	Head of Office	kesang.phuntsho@un.org	Remote	Fiji
20	Kolotia Fotu	Ministry of Trade and Economic Development	Deputy Chief Executive Officer and Director of Labour	kolotiaf@mted.gov.to	In person	Tonga
21	Lazarus Aising	Department of Industry	Director	laising@vanuatu.gov.vu	In person	Vanuatu
22	Linda Folaumoetu'l	Attorney General's Office	Attorney General	ag@ago.gov.to	In person	Tonga
23	Loreen Bamiuri	Vanuatu Trade Union Confederation	President	5lsbani1197@gmail.com	In person	Vanuatu
24	Lui Mario	Ministry of Employment, Productivity and Industrial Relations	Director National Employment Centre (NEC)	Lui F. Mario <lmario@mepir.gov.fj>	In person	Fiji
25	Madushani Nawarathna	UNODC	Program Manager	madushani.nawarathna@un.org	Remote	Other
26	Maletina Hiliate	Ahopanilolo Technical Institute	Principal	tina.hiliate@gmail.com	In person	Tonga
27	Marcelo Murta	UNESCO /UNV			Remote	Other
28	Margaret	Department of Industry			In person	Vanuatu
29	Matini Vailopa	Ministry of Home Affairs, Climate Change and Environment (Culture)	Culture Officer	MVailopa@gov.tv		Tuvalu
30	Mele Amanaki	Tonga Public Servant Association	Secretary General	tpsa_secretary@yahoo.com		Tonga
31	Moses Virivolomo	Ministry of Communication and Aviation	Permanent Secretary	mvirivolomo@mca.gov.sb		Solomon Islands

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Serial Number	Name	Organization	Designation	Email	Mode of Interview	PIC/other
32	Murielle Metsan	Ministry of Internal Affairs	Commissioner of Labour	mmetsan@vanuatu.gov.vu		Vanuatu
33	Namoi Kaluae	SICCI	Chairperson	namoi@adkconnect.com.sb		Solomon Islands
34	Palinda Kaitu'u	Fiji Commerce and Employers' Federation	Business Accelerator Manager (FEE programme)	bam@fcef.com.fj		Fiji
35	Paul Elisala	Ministry of Public Works, Infrastructure, Meteorology and Disaster	Senior Labour Officer	pelisala@gov.tv		Tuvalu
36	Paula Atiola	Maritime Coordination Centre Masefield Navy Headquarters, Nuku'Alofa		paula.atiola12@outlook.com		Tonga
37	Pravesh Sharma	Fiji Human Rights and Anti-Discrimination Commission	Chair	pravesh.p.sharma@gmail.com		Fiji
38	Rachel Jue Jin	UNODC	Programme Support officer	rachel.jin@un.org		Fiji
39	Richard Nokia	E Commerce Division - Ministry of Communications				Solomon Islands
40	Riley Mesepitu	Ministry of Commerce, Industries, Labour and Immigration	Permanent Secretary	Riley.Mesepitu@commerce.gov.sb		Solomon Islands
41	Rury Demsey	ITU		rury.demsey@itu.int		Other
42	Samson Miller	Vanuatu Police Maritime Wing Office Mala Base, Port Vila		smiller@vanuatu.gov.vu		Vanuatu
43	Sandrine A. Koissy-Kpein	UN Resident Coordinator Office, Fiji	Economist	sandrine.koissy-kpein@un.org		Fiji
44	Sara García deUgarte	UNESCO - Regional Office for the Pacific States	Culture Programme Specialist	s.ugarte@unesco.org		Other
45	Semisi Tongia	Ministry of Tourism	Acting Director Culture and Heritage Division			Tonga
46	Shanaka Jayasekara	UNODC	Regional coordinator for Southeast Asia and Pacific	shanaka.jayasekara@un.org		Other
47	Simione Tavoaa	Ministry of Internal Affairs	Labour Officer	stavoaa@vanuatu.gov.vu		Vanuatu
48	Sipiriano Nemani	Ministry of iTauke Affairs	Interim Director Culture, Heritage & Arts	director@fijimuseum.org.fj		Fiji

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Serial Number	Name	Organization	Designation	Email	Mode of Interview	PIC/other
49	Steve Erehiru	ICTSU		serehiru@sig.gov.sb		Solomon Islands
50	Talafou Esekia	Tuvalu Overseas Seafarers' Union	General Secretary	talafouesekia68@gmail.com		Tuvalu
51	Tatevik Grigoryan	UNESCO	Communication & Information Specialist	t.grigoryan@unesco.org		Other
52	Tim Natuva	Fiji Government	commander of Fiji Navy			Fiji
53	Tony Kagovai	Solomon Islands Council of Trade Unions	CEO	Tony Kagovai <tkagovai@gmail.com>		Solomon Islands
54	Vincent Vanisi	Solomon Islands Music Federation	President	vanisi1975@gmail.com		Solomon Islands
55	Viveka Anand	UNOPS		viveka@unops.org		Other

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ILO Internal Evaluation Guides

- ILO Evaluation Guidelines and Support Guidance Documentation
- ILO Policy Guidelines for results-based evaluation, 2020
- ILO EVAL Gender Guidance Note 3.1 on integrating gender equality and non-discrimination
- ILO EVAL Social Dialogue Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects

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Contact information so that any questions about the study can be addressed appropriately.

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