



ANNEX III

MONITORING, EVALUATION AND LEARNING  
FRAMEWORK

IMPROVING PACIFIC STATISTICS AND DATA

AND

THE PACIFIC DATA HUB

Version 2, July 2020

Prepared by PSD Technical Working Group

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## Abbreviations

DAC	Development Assistance Committee
HIES	Household Income Expenditure Survey
ISD	Information Services Division
MEL	Monitoring Evaluation and Learning
MERL	Monitoring Evaluation Reflection and Learning
MFAT	Ministry of Foreign Affairs and Trade (New Zealand)
PDH	Pacific Data Hub
PDG	Pacific Development Group
PSD`	Pacific Statistics and Data (project)
SC	Steering Committee
SDG	Sustainable Development Goals
SDD	Statistics Development Division
SPC	Pacific Community
SPL	Strategic Planning and Learning
TWG	Technical Working Group
VNR	Volunteer National Review

# MONITORING, EVALUATION AND LEARNING FRAMEWORK

## 1.0 Overview (Purpose)

Successful implementation of the project for Improving Pacific Statistics and Data (PSD), including components related to the Pacific Data Hub (PDH) and the Statistics for Development Division (SDD), requires rigorous evidence monitoring and evaluation to measure progress toward the achievement of outcomes, support adaptive management of the PSD, and capture evidence of performance and lessons to share with project stakeholders.

The PSD is funded by the New Zealand (NZ) Ministry of Foreign Affairs and Trade (MFAT), through the *Improving Access to Pacific Statistics and Data* activity grant and covers the period 2019-2022. It is an integrated programme within Pacific Community (SPC). It is a programmatic initiative between the Pacific Data Hub team within the Information Services Division (ISD) and the Statistics for Development Division and involving collaboration across SPC. Grant implementation is intended to be carried out in close partnership between SPC divisions and with MFAT.

In this regard, the primary purpose of the MEL framework is to encompass all key building blocks required for the effective monitoring, evaluation and learning of the PSD project. It outlines how MEL evidence will be collected and used to support the adaptive management and continuous improvement of the PSD, increasing the programme's effectiveness in supporting evidence-informed decision making.

The PSD MEL framework rests on two building blocks, the initial Theory of Change<sup>1</sup>, and the Results Framework<sup>2</sup>, which together provide a strategic overview of the PSD and support decision-making by illustrating the key results to be achieved at various levels, and their associated performance indicators as well as key evaluation and reflection questions.

## 2.0 Monitoring and Evaluation Design

### 2.1 Overall approach to MEL

The approach to monitoring, evaluation and learning reflects the complexity and multi-faceted nature of the PSD. It acknowledges that some elements are predictable and can be planned to a high level of detail and certainty (for instance, routine development of technology platforms and releases of datasets), and others are more complex and emergent, and will evolve through the life of the project (for instance, supporting better use of data to support evidence-based decision making, and changing attitudes and behaviours in relation to data sharing). The program MEL needs to address both elements, to produce useful insights that can be used to inform the management of the PSD project in a rapidly developing landscape for data for decision-making.

The PSD MEL framework aligns with two overarching documents that frame the principles and approaches to be adopted, namely "the SPC, Planning Evaluation Accountability Reflection and Learning (PEARL) general policies<sup>3</sup> and the MFAT Activity Monitoring Evaluation Research and Learning

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<sup>1</sup>. *Pacific Community, Terms of Reference, Theory of Change, Strategy and Monitoring, Evaluation and Learning Development for the Pacific Data Hub and Improving access to Pacific Statistics and Data Programme, 27 November 2019.*

<sup>2</sup>. *The PSD Result Framework derives from the Theory of Change and the Intervention Logic Diagram which originated from the MFAT Business Case.*

<sup>3</sup>. *Pacific Community, General Policies, Planning Evaluation Accountability Reflection and Learning (PEARL), amended 31<sup>st</sup> March 2016, approved 20 December 2019.*

(MERL) Framework”.<sup>4</sup> It is compliant the *Improving Access to Pacific Statistics and Data* Grant Funding Agreement.

The overall approach to MEL is guided by the following approaches:

- **Adaptive management:** The MEL process will support regular cycles of data collection, combined with learning and reflection that provide key governance groups (the PSD Technical Working Group and Steering Committee) relevant information to learn, and adapt the workstreams of the program as needed.
- **Outcome mapping** and contribution tracing: evaluation and case studies will apply outcome mapping to gather rigorous evidence to trace the contribution that the program outputs make to higher levels of change, and iteratively revise and update the program theory of change.
- **Pacific-centred approaches** to monitoring and evaluation. The program MEL draws on lessons from the *Pacific MEL convening* and will continue discussions with the PacMEL programme. Key elements include evidence-based storytelling to capture the real experience of Pacific Island stakeholders involved in the PSD, and for MEL activities to be led by and for Pacific Islanders, with a view of building capacity in the region.

Where possible, the PSD MEL will be supported by the capabilities of the PDH. For instance, monthly TWG meetings will be informed by a dashboard of output-level indicators, where possible generated live from digital analytics and an online capacity development database. This will also be used as a learning exercise of how some of the PDH platform capabilities can be used to support MEL.

## 2.2 Monitoring, reflection and learning activities

A range of tools will be used to track the delivery, reach and use of the SDD and Pacific Data Hub platform activities in support of the PSD.

- A trial of a live PSD dashboard generated by website analytics and the project MEL database, to inform monthly TWG meetings, so that project stakeholders and SPC members will have close to real-time performance information from PSD monitoring data.
- Ongoing user feedback provided through regular surveys, comments, and other feedback.
- Monitoring of capacity development outputs and outcomes
- Detailed activity and output monitoring will use appropriate data collection methods, and will be disaggregated by gender, youth status and disability. This is detailed in discussions of the results framework.

Throughout the life of the PSD project, the PSD Technical Working Group (PSD-TWG), guided by the Statistics Advisor (Strategic Planning Monitoring Analysis-SPMA) as necessary, will also collect evidence-based performance stories that track the results of the PSD program and build up an evidence-base of good practices.

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<sup>4</sup> *New Zealand Foreign Affairs and Trade; Activity Monitoring, Evaluation, Research and Learning (MERL) Framework, key standards and guidelines, Insights, Monitoring and Evaluation Unit, Pacific Development Group, last update 6<sup>th</sup> September 2019*

## 2.3 Evaluation Questions and Activities

### Evaluative Activities

It is intended that the PSD will include a mid-term review in January 2021, co-conducted in partnership with the PSD-Technical Working Group, and the PSD-Steering Committee (SC) including MFAT, to support adaptive management and continue to refine the project theory of change.

The PSD-SC will collaborate with MFAT to conduct a final evaluation of the program.

### Draft Evaluation Questions

The mid-term review and final evaluation will use the following questions as a starting point, to be adapted by the evaluation team in discussion with the PSD-TWG. These questions will also support the twice-yearly reflection and planning sessions of the PSD TWG. They are guided by the Development Assistance Committee (DAC) revised evaluation criteria<sup>5</sup> as summarised below:

**Table 1: Evaluation Questions**

DAC Revised Evaluation	Evaluation Questions
<b>Relevance</b>	<ul style="list-style-type: none"> <li>• Is the PSD, including the PDH the right approach for the Pacific context?</li> <li>• Are the goals and activities the right ones?</li> <li>• How has the PSD responded and adapted to change over time?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Has the PSD made progress towards its objectives and intended outcomes?</li> <li>• How, with who, why and in what circumstances has the PSD and its component parts, contributed to higher-level outcomes and change?</li> <li>• What unexpected outcomes resulted from the project?</li> <li>• What factors contributed to these achievements?</li> <li>• Which elements of the PSD were most effective and which areas were weaker?</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• To what extent has the PSD delivered results in an economic and timely way, as compared to other possible alternatives?</li> </ul>
<b>Coherence</b>	<ul style="list-style-type: none"> <li>• How does the PSD, and particularly the PDH, partner internally and externally to support the outcomes of other programs that support data-sharing and evidence-based decision making in the Pacific?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Is there evidence that the PDH platform and functionality, as well as other PSD related outcomes, will be sustained beyond the life of the funding cycle?</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>• To what extent has the PSD, PDH, and associated statistical activities generated (or has the potential to generate) significant higher-level effects for Pacific People?</li> <li>• What are the higher level, positive and negative, intended and unintended consequences of the project?</li> </ul>

<sup>5</sup> OECD, 2019. *Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use*.

### 3.0 Audiences and Stakeholders

#### 3.1 PSD MEL Audiences and Outputs

Table 2 specified PSD MEL Target Audiences that PSD intend to share its program outputs on evidence of performance and lessons learned that will positively contribute to improving evidence decision making in the Pacific.

**Table 2: Summary of PSD MEL Target Audiences and Outputs**

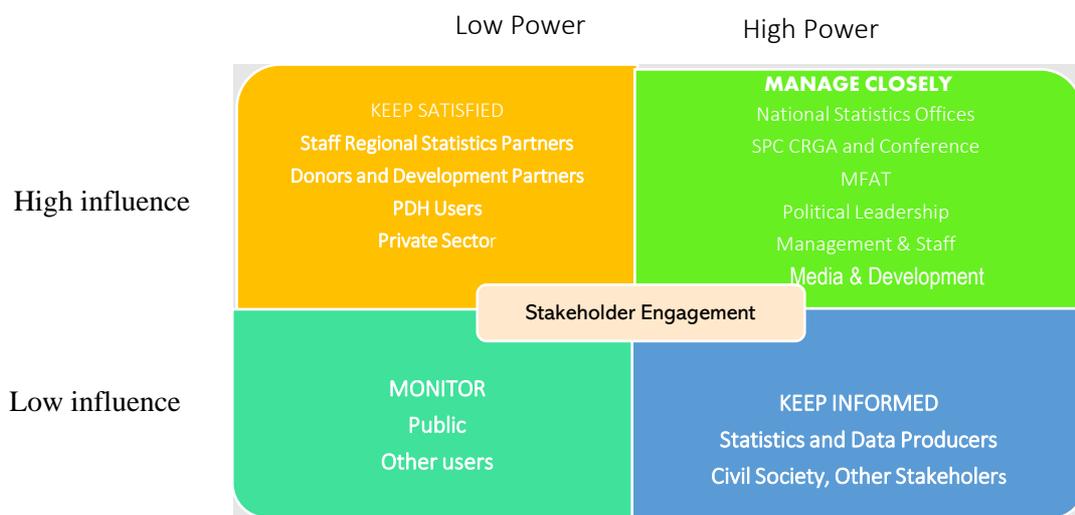
PSD MEL Outputs	Communication	Target Audiences
PSD Results dashboard	A publicly available snapshot of key PSD outputs, progress against targets and performance stories. This will be used to communicate a snapshot of PSD findings	TWG and SC Members, Public, MFAT, SPC
Evidence-based case studies and performance stories	Documented, easy to communicate evidence of the change to which PSD has contributed within the Pacific Region	PSD Partners, MFAT, SPC, Public
Quarterly and half Yearly and Annual Reports and reporting against results framework	Features quarterly and annual snapshot of progress towards PSD outcomes and a consolidated activity update.	PSD Partners, MFAT, SPC.
Evaluations and periodic research	Assessment of PSD design, quality and effectiveness of activities, lessons learned, and stakeholder engagement.	Members, Public, MFAT, SPC

#### 3.2 Stakeholder Engagement Matrix

Stakeholders refers to people and institutions with an interest in PSD who can influence its operations and strategy. The PSD Monitoring and Evaluation strategies hereby are formulated to engage and manage relationships with them.

Figure 1 indicates the amount of attention accorded different stakeholders based on their perceived power and influence over PSD. As such, it is important that the Stakeholder Engagement Matrix be incorporated to the PSD and PDH Stakeholder Engagement Plans.

**Figure 1: Stakeholder Engagement Matrix**



## 4.0 Using our evidence: reflection and learning to support adaptation

Reflection and learning will support the adaptive management approach for the PSD, and conversations between SPC, MFAT and other Partners.

At project level, the following mechanisms will support learning and adaptation:

- Monthly TWG meetings will be used to review available monitoring data, discuss key operational issues, and identify issues that need to be raised with the steering committee. An extended internal reflection will be held ahead of the Quarterly reporting.
- Twice yearly reflection and learning sessions of the PDH team and other stakeholders to reflect on progress against the theory of change, identify key results, and major risks and adaptations that need to be raised with the Steering Committee. Additional quarterly meetings for quarterly reporting.
- Twice yearly steering committee meetings.
- Review and management responses to the feedback of evaluations.

Major adaptations will be logged, shared with and considered by the steering committee. Lessons will also be captured and shared publicly through case studies and performance stories.

Reflection and learning will support adaptive management through the following forums processes:

**Table 3: Reflection and Learning to Support Adaptation**

Reflection meeting	Evidence sources	Outputs
Monthly TWG (1 Hour) Quarterly (April and October) MFAT report and PSD – TWG reflection session (2 hours)	Live dashboard review, log of key outputs.	Documentation of any minor adaptations made to PSD implementation
6- monthly and annual PSD reflection, learning and planning session (.75 day)	Updated MEL framework Results of periodic evaluation activities	Development of performance stories and case studies Content for 6 monthly reports / progress reports Documentation of lessons Documentation and proposals for major adaptations to PSD steering committee
PSD Steering Committee meeting	Updated MEL framework Project reports Highlights of periodic evaluation activities List of key proposed adaptations	Approval of key proposed adaptations Sharing of performance stories.
Adhoc PSD and MFAT Meetings, in response to rapid changes in context (i.e. COVID 19)	Rapid reflection engagement and dialogue with MFAT on external pressures and context changes.	Documentation (i.e. email, file note) of changes and agreed course of action.

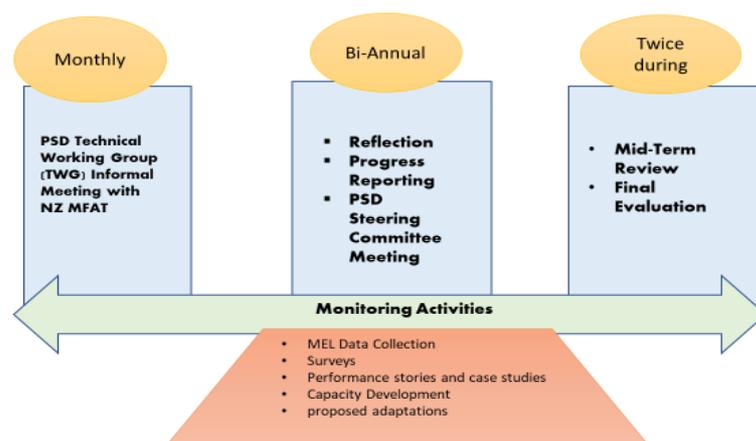
These activities will be guided by SPC's *PEARL guidance for internal reflections in divisions and programmes*. The methodology responds to the continuous feedback, reflection sessions and joint

learning and communication that allows PSD to be flexible in light of the challenge of uncertainty. Lessons will be shared within SPC and with Members through the PEARL reflection and reporting process.

These reflection sessions will be jointly coordinated by the PDH Programme Manager, the Statistics Advisor (SPMA–SDD) and SPL. Facilitation guidance will be provided by the Strategy, Performance and Learning team. Other stakeholders (divisions, partners) will be invited to join these sessions as appropriate. An independent critical friend will be utilised to facilitate the reflection process. All activities will be timed to align with SPC’s PEARL calendar.

In addition, at least one country reflection workshop will be held in a location where PSD activities are being implemented. This will give a critical space for national stakeholders to effect on work, get exposure to new ideas, and provide an important source of feedback and validation on the PSD. This will also allow for the development of results chains for the PSD. The country reflection workshops will be aligned to the new SPC wide capacity development MEL tools, currently being piloted. These are based on the Kirkpatrick model, which is already being used on various SPC-led projects with MFAT funding (e.g. PFLP). Participant feedback will be key to this process.

**Figure 2: Pacific Statistics Data Work Flow Chart**



## 5.0 Theory of change and Results Framework

### 5.1 PSD Theory Driven Approach to Monitoring and Evaluation

In order to achieve the overall objective of the PSD, the MEL framework is structured around, the revised PSD Theory of Change and the Intervention logic diagram (see Figure 3), which was discussed between SPC and MFAT in June 2020, and may continue to be attended from time to time. This provides a visual representation of the PSD design, including the project’s principles and ways of working whilst the latter is operational in nature and sets the short, intermediate and long-term outcomes for each of PSD intended outcomes. Both the theory of change and the intervention logic identify the assumptions that could affect progress or success, which will be tracked by the PSD M&E system.

The PSD Theory of Change outcomes are broken down into short, medium and long term. The outputs and short-term goals are expected to be realised within the life of the PDH programme. The PDH is expected to make a contribution to the medium and long-term outcomes during it’s lifespan. The theory of change will continue to be adapted as the programme develops. The outcomes are explained below, whilst details of how the outcomes are monitored and measured are specified in the Results Framework in Section 5.2 and Table 5 in (Annex 1).

- ✚ **Short-Term Outcome (STO): Key STO/goal, improved accessibility of Pacific Data to Users including Pacific Government, MFAT, Other development partners, and researchers.** Here, the contribution of SPC and the PSD-TWG is to ensure all four levels of STO (1-4) as prescribe in the intervention logic diagram contribute to achievement of the overall STO/goal, the PDH strategy and the PSD project itself. SPC and PSD-TWG ensures that PDH effectively facilitates access to a greater range of curated regional and national Pacific Data and research/evaluation publications (ST1), Pacific national and regional stakeholders are more willing to collaborate and share data (ST2), Pacific national and regional stakeholders are increasingly accessing the PDH datasets, tools and products (ST3), and that PDH is a robust, secure, user centered platform underpinned by partnership, data governance, data management, and data sharing standards (ST4). **Providing services, support and capacity development to members, in partnership with other SPC** is key to how SPC builds trust for data sharing and data management.
- ✚ **Medium-Term Outcome (MTO): Key MTO, aligned to Outomes in MERL 4 Year Plan.** Here, the contribution of SPC and the PSD-TWG is to ensure all five levels of MTO(1-5) contribute to achievement of the overall MTO and the PSD project itself. SPC and PSD-TWG, ensures that PICT and regional policy development are based on improved quality of evidence (MT1), decision makers and other stakeholders are championing data sharing and evidence use for policy development and evaluation (MT2), networks of Pacific stakeholders demonstrated increased skills and knowledge in accessing and using PDH data and evidence for decision making through capacity building (MT3), application of multi-disciplinary data to complex development challenges are supported through PDH programmatic activities, statistical tools and datasets (MT4) and that SPC and member countries have improved practises of data management and harmonisation underpinned by the PDH data governance and management (MT5).
- ✚ **Long Term Outcomes (LTO); Key LTO/goal: MFAT MERL 4 Year Plan Strategic Priority-Enhancing NZ's reputation as a trusted and honest partner and Pacific thought Leader.** Here, the contribution of SPC and the PSD-TWG is to support the two levels of LTO (1-2) contribute to achievement of the overall LTO/goal and the PSD project itself. SPC and PSD-TWG, ensures that through PDH and the use of quality Pacific indicators and datasets, Pacific governments, Development partners, regional and international agencies improved evidence-informed policy development and decision making (LT1) and that PDH is a secure, trusted and valued platform for finding open and restricted access Pacific data (LT2),

Further, "SPC and the PSD-TWG will monitor outputs for delivery, along the lines of the revised PSD Theory of Change and the workstreams as briefly explained below:

- ✚ **Key output goal: Improved publication and dissemination of Pacific data, statistics, research and evaluation.** There are five outputs as specified in the Intervention logic diagram which the SPC and the PSD-TWG aims to contribute through monitoring to support the successful delivery of the outputs and accordingly lead to achievement of the outcomes. This include, keeping up to date the Pacific Development indicators (SDGs, NMDI's, database, dashboard etc) and ensure these are made available to users through .stat, supported by relevant metadata and documentation (O1), SDD website and platforms are kept up-to-date with statistical products and data services accessible for national, regional and international users (O2), assistance provided to Pacific countries in the analysis, dissemination and use of data (O3), PDH platform and partnerships develop an authoritative point of entry for all Pacific Data held by Pacific Agencies, including a strong focus on data management and governance (O4), and capacity build a network of Pacific Data Champions and pilot information, management, dissemination and data uptake with three PICTs (O5).

The results of the PSD, along with key lessons from the workstreams and approach will be a key tool to influence SPC, MFAT, and member countries to improve data governance and adopt successful interventions to improve evidence-informed decision-making for sustainable development in the Pacific.

Underneath the outputs, the team have idenfied a number of interconnected workstreams. The workstreams will continue to evolve over time.

Figure 3: PSD Theory of Change-Intervention Logic Diagram



Supporting achievement,  
monitoring and reporting against

The SDGs

Pacific Regional Frameworks

PSD Long Term Outcomes:

Improved evidence-informed policy development by Pacific governments, development partners and regional and international agencies

PDH is a secure, trusted **and valued** central repository for finding open and restricted access Pacific data

PSD Mid Term Outcomes :

Improved quality of evidence **used in** PICT and regional policy development, monitoring and evaluation, including the SDGs, regional policies and indicators

Decision makers and other stakeholders are championing data sharing and evidence use **for policy development** and evaluation

*A network of Pacific stakeholders have strengthened skills, knowledge and commitment to access, appraise, communicate and use data and evidence for decision-making*

*PDH and statistical tools and datasets are supporting application of multi-disciplinary data to complex development challenges*

SPC and **member countries** have improved practices of data management and harmonisation

PSD Short Term Outcomes :

A greater range of regional and national Pacific data (statistical, administrative, indicator data and microdata) and research / evaluation publications are curated and available through the PDH

Pacific national and regional stakeholders are more willing to collaborate and share data through the PDH

Pacific national and regional stakeholders are engaging with the PDH platform, and using PDH datasets, tools and products

PDH is a robust, secure, user centred platform, underpinned by partnerships, data governance, data management, and data sharing standards

Outputs :

**(OP1)** Pacific development indicators (including SDGs, reviewed NMDIs and others) kept up to date and available to users through .stat, (supported by relevant metadata and documentation)

**(OP2)** SDD web **site and platforms kept up to date** with statistical products and data services accessible for national, regional and international users.

**(OP3)** Assistance provided to Pacific countries in the analysis, dissemination and use of data

**(OP5)** Pacific Data Hub supports 3 pilot PICTs with **information management, dissemination and uptake**, and builds the capacity of a network of network of Pacific data champions

**(OP4)** Pacific Data Hub **platform and partnerships** develop an authoritative point of entry for all Pacific data **and knowledge products** held by Pacific agencies; including a strong focus on data management & governance

Key principles:

**Pacific Ownership, collaborative approaches, user and stakeholder engagement, partnership development  
Data governance and security, people-centred approach**

Supporting achievement, monitoring and reporting against

The SDGs

Pacific Regional Frameworks

PSD Long Term Outcomes:

Improved evidence-informed policy development by Pacific governments, development partners and regional and international agencies

PDH is a secure, trusted **and valued** central repository for finding open and restricted access Pacific data

PSD Mid Term Outcomes :

Improved quality of evidence **used in** PICT and regional policy development, monitoring and evaluation, including the SDGs, regional policies and indicators

Decision makers and other stakeholders are championing data sharing and evidence use **for policy development** and evaluation

*A network of Pacific stakeholders have strengthened skills, knowledge and commitment to access, appraise, communicate and use data and evidence for decision-making*

*PDH and statistical tools and datasets are supporting application of multi-disciplinary data to complex development challenges*

SPC and **member countries** have improved practices of data management and harmonisation

PSD Short Term Outcomes :

A greater range of regional and national Pacific data (statistical, administrative, indicator data and microdata) and research / evaluation publications are curated and available through the PDH

Pacific national and regional stakeholders are more willing to collaborate and share data through the PDH

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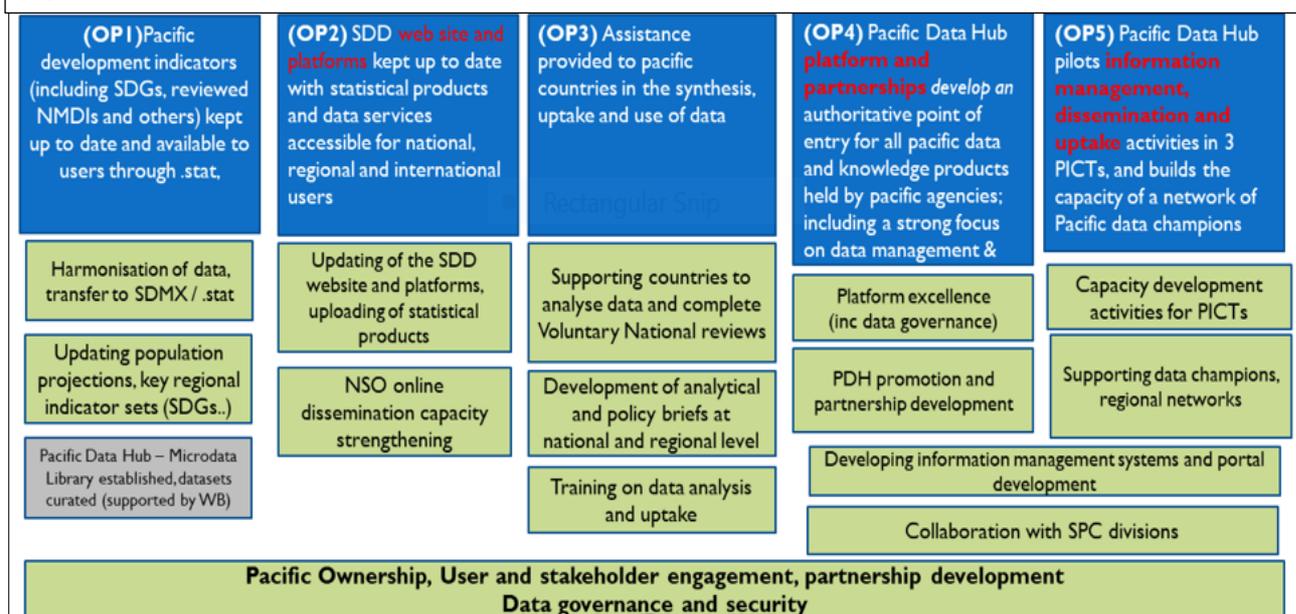
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Data governance and security, people-centred approach**

Figure 4: PDH workstreams



Since this is a working document, the MEL framework will be updated continuously during the life of the PSD as the project’s activities advance in order to improve its effectiveness in measuring results as well as to ensure the project is adapting to context and considering program learning. Modifications to the ToC will be taken to the PSD TWG and SC.

## 5.2 PSD Results Framework

The Results Framework derived from the PSD Theory of Change aims to serve as a reference for operational planning, monitoring of progress towards its objectives and for evaluating its overall performance and impacts.

The Results Framework in Table 5 (see Annex 1) demonstrates the details of how the inputs interact logically, thus producing outputs, outcomes, and finally impacts. For each level (1-4), the Result Measurement contains specific, measurable, attainable, relevant, and time bound (so called ‘SMART’) indicators, as well as relevant questions for evaluation, reflection and learning. Each indicator is supported by targets and evaluation focus to be achieved between 2020 and 2022 where possible. A set additional, project-level qualitative evaluation questions have been included as the basis for reflection and learning, as well as the project mid-term and final evaluation.

The Results Framework focuses primarily on indicators that can be directly attributable to the PSD and PDH at output and short term outcome level. As per the theory of change diagram, mid-term and long term outcomes require increasing levels of assumptions, and using adaptive management principles, the results framework may be modified from time to time to ensure that the MEL evidence being collected is robust. More detailed contribution analysis will be taken at project mid-term and for the final evaluation. Outcome mapping will also support the identification of unintended outcomes, and support revisions to the theory of change as needed.

Wherever possible, indicators are gender differentiated, meaning that the information will be collected for both men and women. For capacity development activities, additional data on participant age group will be collected.

Figures for targets are based on the best estimates of the PSD at the time of developing the results framework, and will be reviewed during the implementation phase of the project. The data sources column shows how data will be collected for each indicator. If data cannot be easily obtained, then an alternative may need to be selected

The PSD-TWG is responsible for maintaining the Result framework and will consider re-baselining targets and evaluation focus given the following inputs:

- New or adjusted PSD and PDH Theory of change (typically at the development of a Portal Document, midterm review of the program, or at time of program restructuring, if any)
- PSD and PDH Evaluations
- Ongoing monitoring of context
- Extraordinary and/or external events impacting on PSD and PDH activities areas that significantly alter Results Framework targets.

The results will be regularly reviewed by the PSD-TWG and reported to the project steering committee. These will be used to inform the management of the project. Results will also be connected to the communications plan, to make sure that results are communicated to different stakeholders.

The last column in the PSD Results Framework identifies the assumptions that underpin the intervention logic of the PSD. This is crucial as such assumptions should also be monitored as PSD activities progress so that strategies and interventions can adapt. The assumptions included in the PSD Results Framework are derived from the program’s tools for monitoring and assessing risks.

### 5.3 MEL roles and responsibilities

Table 4 summarises monitoring and evaluation roles and responsibilities for key MEL tasks. Further detail on responsibilities for MEL provision are outlined in the results framework.

**Table 4: MEL Roles and Responsibilities**

Director Information Services, Director Statistics for Development Division	<ul style="list-style-type: none"> <li>• <b>Overarching responsibility for implementation of the PSD MEL plan.</b></li> </ul>
Statistics Advisor (Strategic Planning, Monitoring and Analysis)	<ul style="list-style-type: none"> <li>• Develop and manage of the MEL strategy, results framework and system</li> <li>• Maintaining the MEL database.</li> <li>• Leading the collection of evidence against the MEL Framework</li> <li>• Convening and Facilitating Reflection Sessions</li> <li>• Managing evaluation consultant contracts.</li> </ul>
Pacific Data Hub Programme Manager Manager, Data Dissemination and Analysis (SDD) Data Advocacy and Policy Advisor	<ul style="list-style-type: none"> <li>• Coordinate reporting according to the results framework</li> <li>• Convene the TWG and SC</li> <li>• Maintain logs of key adaptations</li> </ul>
PSD Technical Working Group	<ul style="list-style-type: none"> <li>• Provide evidence and data against the results framework</li> <li>• Review results and participate in reflection and learning activities</li> <li>• Identify necessary adaptations to take to the SC</li> <li>• Develop evaluation terms of reference</li> <li>• Participate in evaluations.</li> </ul>
Statistics Advisor (Data Systems)	<ul style="list-style-type: none"> <li>• Maintain the PDH indicator database in .stat</li> <li>• Support the development of live dashboards.</li> </ul>
PSD SC	<ul style="list-style-type: none"> <li>• Endorse the MEL Plan and Theory of Change</li> </ul>

	<ul style="list-style-type: none"> <li>• Review proposed changes to the results framework</li> <li>• Review and endorse proposed adaptations</li> <li>• Approve evaluation scope</li> <li>• Review evaluation findings and management response.</li> </ul>
Strategy, Performance and Learning Unit	<ul style="list-style-type: none"> <li>• Review and provide input to MEL Plan, Results Framework</li> <li>• Participate in MEL activities</li> <li>• Advise on evaluation process</li> <li>• Act as a “critical friend” to accompany the project team through key cycles of learning, iteration and adaptation.</li> </ul>

**Budget;** the total budget for the utilisation of MEL practices will be derived from the specific MEL budget of the PSD project, indicated over the period of three years (2020-2022). The Steering Committee will develop a ToR and set aside the necessary budget to conduct the independent review before January 2021 as agreed in the first meeting of the Steering Committee on 27th May 2020.

With the PDH as an integral part of the regional statistics governance framework, National Planning and Policy agencies, Non-Government Organisations, community organisations and researchers, there will be opportunities for Pacific voices to be heard in relation to the PSD and PDH through the Pacific Statistics Standing Committee, the Pacific Statistics Methods Board and the Heads of Planning and Statistics meeting. The Donor and Development Partner group will also be kept informed of PDH activities and development to ensure coordination across development partners.

## 6.0 Communication of MEL outputs

The Communication Strategy for the PDH and PSD, including social media uptake, website updates, speeches and media engagement is designed to spread data and evidence on what works, display data sets produced and hosted by SPC and stakeholders and motivate leaders to act.

The purpose of communicating evaluation findings is to position key messages, strategically share the latest evidence, and create a supportive environment for PSD and PDH. Evaluation communications will be channelled through stakeholder mapping, engagement, media, stories of success and communication professional networks, speeches, websites and social media, organisational and logistical activities, articles.

Annex 1 : Table 5: PSD Result Framework

Results	Key Performance Information (Indicators)	SPC Objectives	Baseline	Targets and Evaluation Focus(2020-2022)	Monitoring and Evaluation Data Source	Frequency	Responsible	Reporting	Assumptions
<b>OUTPUTS: Improved publication and dissemination of Pacific data, statistics, research and evaluation (Level 1)</b>									
<b>(OP1) Pacific Development Indicators (including SDGs, reviewed NMDIs and others) kept up to date and available to users through stat. (supported by relevant metadata and documentation)</b>	Number of datasets (.stat available through data harmonisation transfers to SDM/.stat	SDD 2.3 Ensure proper access and timely access to Pacific Development Data.	Year to Feb 2020, 4420 datasets in.stat linked to PDH	At least 6000 relevant datasets are harvested from .stat to PDH	Monthly, API to dashboard	Monthly	Statistics Advisor (Data Systems); Web Developer		
	Number of microdata sets (by type) in the Pacific Microdata Library		108 Census and Survey datasets in 2019 in Pacific Microdata Library linked to PDH	At least 130 Census and Survey datasets by 2020	Monthly, API to dashboard	Monthly	Statistics Advisor (Data Systems); Web Developer		
	Number of indicator datasets (and number of data instances) uploaded through PDH.stat		26 Economic and Social Indicator datasets (include SDGs, Population) with 77148 observations uploaded in the PDH.stat as at July	At least maintain regular uploading of relevant indicator datasets through PDH.stat	Monthly, API to dashboard	Monthly	Statistics Advisor (Data Systems); Web Developer		
<b>(OP2) SDD Website and platforms are kept up-to-date with statistical products and data services accessible for national, regional and international users</b>	Key improvements to the website and platforms, positive user feedback and engagement	SDD KRA 4.2.2 Redeveloped SDD Website to target user needs, and install .Stat/SDMX database platform to strengthen interoperability between users	2019 - Improvements completed to SDD website, .stat, SDMX and NMDI	At least regularly updating of the SDD website and platforms and updating of statistical products are undertaken each year till 2022	Existing sources collated by SDD Team	Annually	Statistics Advisor (Data Systems); Web Developer	Output data available through the PDH Monthly Dashboard for the TWG, and then available for mid-year and annual reporting, mid-term review and final evaluation.	(i) PDH and PSD program countries have adequate financial and technical capacity, (ii) Different External and internal stakeholders involved in the PDH and PSD Program design and implementation have been appropriately engaged, (iii) Appropriate incentives are tailored to internal and external stakeholders involved in the PDH and PSD Programs, in a manner that encourages behavioural changes to fulfill the project's objectives
	Top 3 most popular pages (monthly, yearly)		Top most popular page views as of June 2020 (i) sdd.spc.int/ (ii) sdd.spc.int/topic/population and (iii) sdd.spc.int/news/2020/04/29/economic-and-social-impact-covid-19-pandemic-pacific-island-economies	At least maintained recording of Top three most popular pages on regular basis till 2022	SDD website (by Google Analytics).	Monthly	Statistics Advisor (Data Systems); Web Developer		
	Up-to-date data and statistical information, complete with metadata documentation are accessible to users on SPC-SDD website (.stat)		2019 SDGs, Statistical products and Microdata reports	At least key Pacific indicators (SGDs, population projections, factsheets, Progress wheels and other statistical products are kept up-to-date regularly each year	-published Reports (SDGs), factsheets, Progress wheels and posters available	Monthly	Statistics Advisor (Data Systems); Web Developer		
	PICTs supported, and demonstration of online dissemination of statistical information through their NSO website as a result of PSD/SDD capacity strengthening		SDD dissemination workshops in November 2019	Evidence of the improved quality of the core statistics produced online by NSOs supported by SDD	-PSD Project internal reflection (small evaluation) -Performance stories -Post training/workshop/surveys	6 Monthly	Statistics Advisor (Data Systems); Web Developer		
<b>(OP3) Assistance provided to Pacific countries in the analysis ,dissemination and use of data</b>	Number of PICTs assisted in their SDG VNR data analysis, submission of Voluntary National Review (VRN) and dissemination	SDD KRA 4.3.2 Support member countries to improve national data and information through their website. SDD KRA 3.2.3 Lead and/or partner in Statistical Training Programmes on data analysis and packaging	15 PICTs supported in analytical products in 2019	At least 18 PICTs supported by 2022	Published VNRs, Efeedback from PICTs participants/acknowledgement in SDG VNR publications, Performance Stories	End of each country training evaluation, feedback,surveys	PSD TWG and other SPC Divisions		
	Number and type of knowledge products / policy briefs published each year by SDD, or facilitated by PDH		knowledge products (VNRs, SDGs, Factsheets etc) published in 2019	At least knowledge products (policy briefs, analytical and statistical reports etc) are published in the SDD/PDH websites	Existing sources collated by SDD Team	Biannually, Annually	SDD and PDH Team		
	Number of participants (by gender and PICT) participating in capacity development activities ; feedback on relevance and utility of training received		Various trainings on Analytical Products derived from VNRs, HIES, SDGs etc	At least analytical training for 3 Piloted PICTs conducted by 2022	Capacity Development participant information, capacity development assessment tools	6 Monthly	PSD TWG		

Results	Key Performance Informations (Indicators)	SPC& MFAT Objectives	Baseline	Targets (2020-2022)	Methodology/Data Sources	Frequency	Responsible	Reporting	Assumptions
<b>(OP4) Pacific Data Hub platform and partnerships develop an authoritative point of entry for all pacific data and knowledge products held by pacific agencies; Including a strong focus on data management &amp; governance</b>	Number of PDH dissemination platforms / dashboards / visualisation tools developed that demonstrate good practices and receive positive user feedback	SDD KRA 2.3.2 Develop procedures/processes for users to access Pacific Microdata via Pacific Data Library	PDH Beta Version Online, Search Capability, SDG Dashboard online	A range of dashboards, data visualisation tools, and other components, have been added to the Pacific Data Hub in response to data producer and user requests	- PDH Roadmap and logs - Stakeholder feedback	Annually	PDH Team	Quarterly Review Results, Mid Term Review, Annual Review, Annual Progressive Reports, Independent Evaluation, Management	(i) PDH and PSD program countries have adequate financial and technical capacity, (ii) Different External and internal stakeholders involved in the PDH and PSD Program design and implementation have been appropriately engaged, (iii) Appropriate incentives are tailored to internal and external stakeholders involved in the PDH and PSD Programs, in a manner that encourages behavioural changes to fulfill the project's objectives
	Number of datasets published (by topic), number of SPC divisions and partner organisations publishing data on the PDH		12019 datasets published in PDH as of July. Highest by Topic, Geoscience 3461, by SPC Divisions GEM 5872, by CROPs SPREP 2757	At least regularly update of datasets published in PDH, top 3 by topic, SPC Divisions and Crop Agencies	PDH API	Monthly	PDH Team		
	Evidence of productive engagement and collaborations with member countries, SPC Divisions, development and CROP partners and other agencies in PDH programs/activities		PDH TWG comprises staff from ISD, SDD and SPL	- PDH Governance Established with member participation - Perceptions of PDH Partners if the collaborations and engagement through the PDH platform met their expectations (and reasons why/why not) -Evidence of PDH a one stop-shop repository for all Pacific data	Engagement Logs, Key Informant Interviews, Performance Stories	6 Monthly	PSD Team		
	Number of datasets requests from PICTs, CROP agencies, development partners, research institutions, private sector.		PDH Data Requests Records	By 2022, at least 60 regular requests from different channels	Requests Records	Quarterly, Annual	PSD Team		
<b>(OP5) Pacific Data Hub supports 3 pilot PICTs with information management, dissemination and uptake, and builds the capacity of a network of network of Pacific data champions</b>	National and Regional data networks and Champions of government officials established in the 3 Piloted PICTs (by gender, age)	SDD KRA 3.2 Collaborate with member countries and technical partners on relevant topics to strengthen analytical capacity	SPC's 9 Divisional Director's national and regional networks in the 3 Piloted countries	-At least 10 new Pacific Data Champion networks established by end 2022 -perspectives from the Pacific Data Champions and piloted countries that the establishment of network met expectations	-Advocacy, promotions, awareness programs etc  -PDH, SDD and SPC official contact list	Annual	PSD Team	Pacific Data Champions and PICT piloted countries are willing to support and share knowledge and learning experiences on utilising PDH and PSD to improve evidenced informed decision making	
	Projects completed with target PICTs and partners related to information management, dissemination and uptake, based on member/partner requests		No support provided by the PDH to PICTs	Positive stakeholder feedback on PDH supported projects in 3 countries	Project scoping documents, agreements, partner requests	Annual			
	Number and type of capacity building programs delivered by PDH and PSD TWG to three PICTs and member countries participants (NSOs, Policy and Planning agencies, other Government Sector Ministries, and SPC Divisional staff)		up to 100 participants attended various data collection and analytical trainings in 2019	At least up to 100 participants are trained by 2022 -Evidence of positive change or increased knowledge to target groups as a result of trainings, workshops, conferences	Follow up survey of training and attachment participants, Training feedback (aggregated), learning stories/case studies including Pacific Approaches of Talanoa and Tok Story. -PSD Project implementation plan -Live chart facility -External Evaluation -Stakeholders target group interviews -PSD Project Progress Reports	3 to 6 months after training	PSD Team		

Results	Key Performance Informations (Indicators)	SPC & MFAT Objectives	Baseline	Targets (2020-2022)	Methodology/Data Sources	Frequency	Responsible	Reporting	Assumptions
<b>SHORT-TERM OUTCOMES: Improved accessibility of Pacific data to users including Pacific governments, MFAT, other development partners, and researchers (Level 2)</b>									
<b>ST1. A greater range of regional and national Pacific data (statistical, administrative, indicator data and microdata) and Research/Evaluation Publications is curated and available through the PDH</b>	Number of Microdata requests for policy development and research through the Pacific Data Library and PDH	SDD KRA 4.3.6 collaborate with other agencies to identify areas for alignment, exchange of information and technical support in disseminating Pacific Statistics	10+ microdata requests actioned in 2019	Actioned at least 10 per year microdata requests	Exiting sources collated by SDD	6 Monthly	PSD TWG		
	Number of datasets published (by topic), number of SPC divisions and partner organisations publishing data on the PDH		Over 11,000 documents and datasets published in the PDH Catalogue in March 2020	1000 new datasets and knowledge products per year (or cumulative of 14,000) by 2022	PDH Data Library	Monthly	PSD TWG		
	EQ: How effective is the Pacific Data Hub in facilitating access to curated Pacific Data and Research Publications?		No promotion of PDH Portal Engine	At least commenced promotion of PDH portal engine and improve search engines by 2020 till end of 2020	-PSD Project Progress Reports -PDH User surveys	Mid-Term, Final Evaluation	PSD TWG		
<b>ST2. Pacific national and regional stakeholders are more willing to collaborate and share data with the PDH</b>	Number of stakeholders sharing data through PDH, license agreements with national and regional stakeholders on data sharing and dissemination	SDD Organisational Objective 1. Strengthen engagement and collaboration with members and partners	20 License agreements signed with SPC SDD and member countries at end of 2019	At least 4 new license agreements signed per year by SPC -SDD/PDH with member countries and stakeholders	License agreements signed and documentation	6 Monthly	PSD TWG	Mid Term Review, Annual Review, Progress Reports, Independent Evaluation	(i) PDH and PSD program countries have adequate financial and technical capacity (ii) Different External and internal stakeholders involved in the PDH and PSD Program design and implementation have been appropriately engaged, (iii) Appropriate incentives are tailored to internal and external stakeholders involved in the PDH and PSD Programs, in a manner that encourages behavioural changes to fulfill the project's objectives
	Evidence of more productive engagement and collaborations with member countries, SPC Divisions, development and CROP partners and other agencies in PDH programs/activities		Various trainings on Analytical Products derived from VNRs, HIES, SDGs etc	Evidence of increased in-house capacity and skills and more data sharing with PDH by officials from National Statistics Offices, and Government Sector Ministries	-Annual Follow up survey of training. -Feed back from the PSSC or NSDS Committee -Capacity Development feedback (aggregated, de-identified) - Performance stories	6 to 12 months after capacity development activities	PSD TWG and SPC Divisions		
	EQ: How effectively is the PDH managing relationships? What factors are contributing willingness of stakeholders to share data?		PDH national and regional data producer partnerships	evidence of greater collaboration in sharing data by national and regional stakeholders	-documentation on new datasets shared - PDH Progress Report	6 Monthly, Mid Term, Final Evaluation	PSD TWG		
<b>ST3: Pacific national and regional stakeholders are increasingly accessing the PDH datasets, tools and products</b>	Number of Microdata requests for policy development and research through the Pacific Data Library and PDH	SDD KRA 4.2.1 Produce knowledge products on topical issues and/or tailored to user needs/requests based on available data	10+ microdata requests actioned in 2019	Actioned at least 10 per year microdata requests	Exiting sources collated by SDD	6 Monthly	PSD TWG		
	Number of SDD Website Unique Visitors (by Pacific Sub Region, Aus/NZ, Other)		3756 (Jan 2020)	Maintained at least a traffic of 3000 unique visitors per month to end of 2020	Monthly, API to dashboard	Monthly	Statistics Advisor (Data Systems); Web Developer		
	PDH and SDD are responding to requests for data (through livechat, email)		188 livechat in 2019 and 104 Tickets	Requests Actioned	Logs of requests, requests actions	6 Monthly	PSD TWG		
	EQ: How effective is the PSD programme at engaging with data users and promoting the platform?		PDH improvements to data accessibility through promotion of data and improving search engines	-Evidence of promotion of data, portal engines and improving search engines -perspectives of national and regional stakeholders if PDH datasets, tools and products met expectations	6 Monthly Reflections Performance Stories Final Evaluation	6 Monthly, Mid Term, Final Evaluation	PSD TWG		
<b>ST4. PDH is a robust, secure, user centered platform, underpinned by partnership, data governance, data management, and data sharing standards</b>	Progress in supporting data governance and management in SPC and in the region	SDD KRA 1.1 Improve regional statistics system and governance	Data governance at SPC is ad-hoc, limited documentation of PDH back end,	Data governance is robust at SPC, policies in place, documentation in place for PDH	-PSD/PDH Annual Reflections -Performance Stories -SDD/PDH Activity Tracking/hit rates	Quarterly, Annually	PSD TWG		
	EQ: Is the PDH underpinned by quality partnerships? Are data governance, data management and sharing standards in place?		The Pacific Data Hub is the most trusted and centralised data infrastructure	Evidence of PDH facilitating curated Pacific Data and research publications	-Mixed-method performance Stories and other knowledge products -PSD Project implementation plan -PSD Project Progress Reports	Quarterly, Annually	PSD TWG		

Results	Key Performance Informations (Indicators)	SPC & MFAT Objectives	Baseline	Targets and Evaluation Focus(2020-2022)	Methodology/Data Sources	Frequency	Responsible	Reporting	Assumptions
<b>MEDIUM-TERM OUTCOMES: Aligned to Outcomes in MFAT MERL 4YP (LEVEL 3)</b>									
<b>MT1. Improved quality of evidence used in PICT and regional policy development, monitoring and evaluation, including the SDGs, regional policies and indicators</b>	Evidence of knowledge products and facilitated processes developed from the Pacific data used in PICT Policy development, monitoring, evaluation, research and learning (number of citations,SDGs etc)	SDD KRA 31. Provide support in quality assurance, packaging and analysis of datasets	Over 1,000 citations collated and published in the Microdata library in 2019	-Evidence of data used in policy processes in 3 PICTS -At least citations are collated	Citations and PDH and Microdata Library	Final Evaluation	PSD TWG	Performance Stories / Capacity Development information in Annual Reports, Final Evaluation	(i) PDH and PSD Program countries have adequate financial and technical capacity, (ii) Complementary activities are in place within SPC and SDD (iii) appropriate incentives are tailored to PDH and PSD internal and external stakeholders involved in the Program, in a manner that encourages behavioural changes to fulfill the Project's objectives, (iv) National, Regional and International Political, economic and technological context with which leaders operate
	PSD/PDH stakeholders satisfaction with quality of evidence		TYPSS Phase III Road map 2017 Version	-Evidence of progress of TYPSS Phase III Road Map to outcomes -Perception of PSD/PDH stakeholders on quality of Evidence used	-TYPSS Phase III revised document and implementation records -Stakeholders target group interviews -Survey questionnaires -PSD Project Progress Reports -Live chat facility -External Evaluation	Annual	PSD TWG		
<b>MT2. Decision makers and other stakeholders are championing data sharing and evidence use for policy development and evaluation</b>	EQ:Is there a change in how willing PICT stakeholders are to use data and evidence in policy development? Did the Pacific Data Hub contribute to this?	SDD objective 1: Strengthen Engagement and collaboration with member countries		At least 30 stakeholder engagements by end of 2022	- TWG 6 month reflection, mid term review, final evaluation	Annual, Mid Term Review, Final Evaluation	PSD TWG		
<b>MT3. A network of Pacific stakeholders have strengthened skills, knowledge and commitment to access, appraise, communicate and use PDH data and evidence for decision making</b>	Network of PICT's stakeholders demonstrating increased skills and knowledge to access and use PDH data and evidence for decision making	SDD KRA 3.2.5 Lead and/or partner in statistical training programs on data analysis and packaging	No capacity development data available	Networks of Pacific Stakeholders from at least 3 piloted PICTs demonstrated increased skills and knowledge as a result of capacity building programs	-capacity assessment tools of training participants, mid-term review, final evaluation	Annual, End of each training program	PSD TWG		
	EQ: Has the PSD supported changes in capacity to use data and evidence for decision making?		NA	-Evidence based case studies and toolkit guide on how, why and for whom data and research leads to uptake and improved decision making.	Final Evaluation	PSD TWG			
<b>MT4. PDH and statistical tools and datasets are supporting application of multi-disciplinary data to complex development challenges</b>	Number of Programatic activities engaged by SDD and PDH with other Divisions and member countries to improve use and understanding of statistics in informing analysis of social, economic, environmental development challenges	SDD Organisational Objective 3: Address member's priorities through multi-disciplinary approaches	SDD and PDH have engaged in programmatic activities with RRRRT, PHD, FAME and GEM	At least 6 programmatic activities established by 2022	-Programmatic Activities -Project implementation plan -Focus group discussions -stakeholders target group interviews -Post training/workshop/conference surveys	Annual	PSD TWG		
	Evidence of increasing context specific nature of PDH interventions		PDH interviews with stakeholders	At least 10 PICT/active stakeholders supported per year in 2020-2022	-Project implementation plan -Focus group discussions -stakeholders target group interviews -Post training/workshop/conference surveys	Annual	PSD TWG		
<b>MT5. SPC and member countries have improved practises of data management and harmonisation</b>	EQ: Have SPC and member counties improved practices of data management and harmonisation ? Are data producers participating in the data ecosystem?		No PDH governance structure in place	At least 2 Steering Committee Meetings annually, policies and guidelines in place	PSD SC and Board meeting records/minutes -PSD Progress report	Biannual, annual			
	Number of SPC Divisions and Pacific agencies contributing towards data management and harmonisation		up to Feb 2020, 35 Pacific agencies	At least 40 Pacific Agencies by end 2022	Toolkit and application guidelines towards data harmonisation	Annual			

Results	Key Performance Informations (Indicators)	SPC& MFAT Objectives	Baseline	Targets (2020-2022)	Methodology/Data Sources	Frequency	Responsible	Reporting	Assumptions
LONG-TERM OUTCOMES: Enhancing NZ's reputation as a trusted and honest partner and Pacific thought leader ( LEVEL 4)									
<b>LT1. Improved evidence-informed policy development and decision making by Pacific governments, Development Patners, regional and International agencies</b>	EQ. To what extent is the PDH contributing to Long-term outcomes and what are the external factors that also influencing	SDD Objective 3; Improve data quality, analysis and packing			Contribution Analysis, Outcome Mapping, National, Regional and International Development Policies, Context Monitoring	Mid-Term Review, Final Evaluation	PSD Team	Annual Reports, Final Evaluation	(i) PDH and PSD Program countries have adequate financial and technical capacity, (ii) Complementary activities are in place within SPC and SDD (iii) appropriate incentives are tailored to PDH and PSD internal and external stakeholders involved in the Program, in a manner that encourages behavioural changes to fulfill the Project's objectives, (iv) National, Regional and International Political, economic and technological context with which leaders operate
<b>LT2. Pacific Data Hub is a secure, trusted and valued central repository for finding open and restricted access Pacific data</b>		SDD KRA 4.3 Strengthen Internal and external Pacific Data Dissemination							
<b>Overall goal: Improving evidence-based decision making in the Pacific through increasing access to quality statistics and data</b>									

## Annex 2

### *Adaptive Management Approach*

#### The need for the PSD Adaptive Management system

The PSD adaptation management approach is designed to improve understanding of how the PSD works to achieve management objectives. It provides a framework for sound decision-making in the face of critical uncertainties, and a formal process for reducing uncertainties so that management performance can be improved over time. The framework makes use of management interventions and follow up monitoring to promote understanding and improve subsequent decision-making. In particular, it provides a roadmap for achieving the changes envisaged within the PSD Theory of Change as well as identifying upfront evidence gaps through testing and learning.

#### The Role of Evidence in Adaptation Management

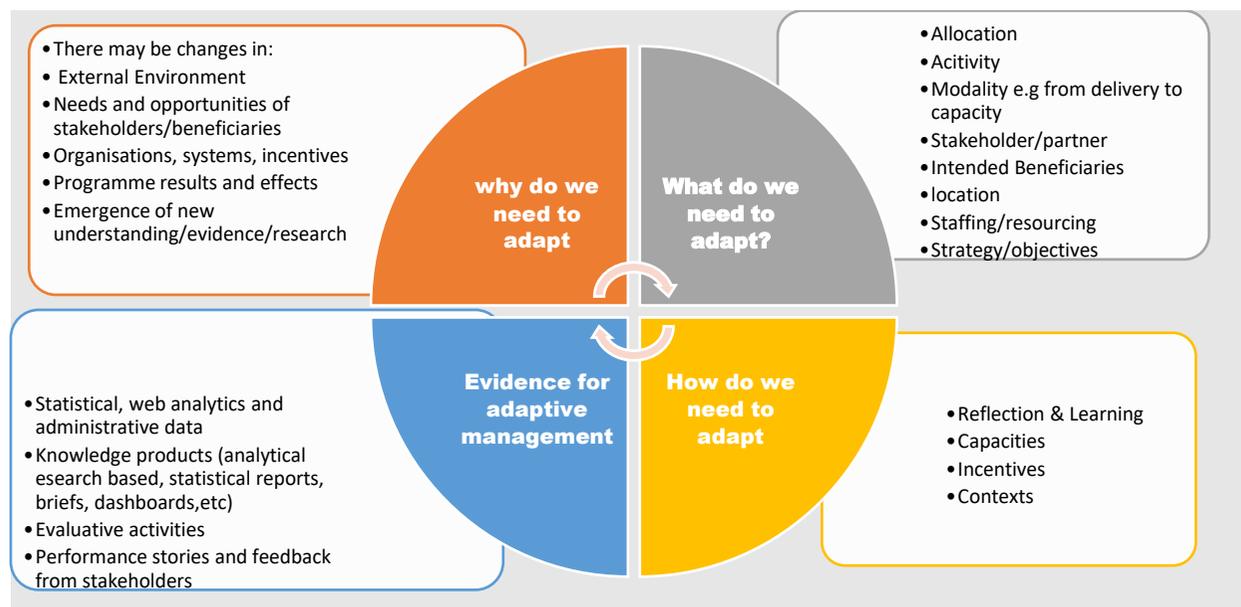
Consistent with the PSD Theory of Change, the use of data and evidence, hence, is fundamental to effective monitoring, evaluation and learning within PSD adaptive management efforts. Through evidence and learning, this approach will support the SPC Executive Management in improving the management of other adaptive management programmes to really understand whether and how they should be adapting to emerging issues and in what ways. As such, evidence is central to effective and rigorous adaptive management of the PSD.

Borrowing from a framework by Hernandez et al. (2019), Figure 5 shows the different types of evidence the PSD-SC needs to gather to answer three focus questions on *why*, *what* and *how* for the need to adapt.<sup>6</sup>

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<sup>6</sup>. Hernandez, K., Ramalingam, K., and Wild, L. (2019) *Towards Evidence-Informed Adaptive Management, A road map for development and humanitarian organisation, Working Paper, Overseas Development Institute, London.*

Figure 5: The Role of Evidence in Adaptation Management



**Why we need to adapt.** Given complexity surrounding the PSD theory of change, the need to adapt to change is important. Changes in the wider external environment (such as unpredictable context), the stakeholders (their incentives, networks and behaviour) involved and the program activities themselves may require evidence to support the PSD-SC decisions.

**What we need to adapt.** Adaptation in PSD interventions seeking to improve evidence-informed decision-making may consider adaptations relating to; *context* (e.g. adding new target populations or geographies), *content* (e.g. tailoring, adding and removing elements), *cultural* modifications (e.g. adjusting interventions to fit cultural and social norms, values) and *delivery* (e.g. deliverer and channel of delivery).

**How we need to adapt.** Increasing the volume or speed of data production and knowledge products through PSD will not by itself trigger adaptation. Decision makers also need the capacity, incentives and authorising space to respond and act upon that evidence. It is not enough simply to collect data and evidence regularly as part of an adaptive programme. There needs to be a culture regularly using evidence to make decisions.<sup>7</sup>

<sup>7</sup> Hernandez, K., Ramalingam, K., and Wild, L. (2019) *Towards Evidence-Informed Adaptive Management, A road map for development and humanitarian organisation, Working Paper, Overseas Development Institute, London*

The broad evidence base will therefore help:

- Diagnose, develop, budget for, implement, monitor and evaluate PSD adaptive activities
- Inform decisions (adaptations) that need to be taken throughout the PSD project cycle
- Report on PSD overall outcomes impacts and results.

In addition, the evidence based model can also help shape how to adapt in a way that is proportional to the need to adapt and that this should influence communication of the changes. For example, when changes to how activities are done are low risk, decision authority could be made by an individual team member, informing the Technical working group, and further approval would not be necessary. When changing the activities is a little more complicated or higher risk, these would need to be agreed by the Technical Working Group and elevated to the PSD steering committee and potentially communicated to other stakeholders. Higher order changes to the Theory of Change, Goals, Objectives is a complex adaptation, which would require Board and or Steering Committee's approval in close consultation with MFAT.