



PACIFIC REGION INFRASTRUCTURE FACILITY ANNUAL REPORT 2023



Published by the Asian Development Bank (ADB) on behalf of the partners of the Pacific Region Infrastructure Facility (PRIF) in ADB's capacity as administrator of the PRIF Coordination Office. The PRIF development partners are ADB, the Australian Department of Foreign Affairs and Trade, the European Union, the European Investment Bank, the Japan International Cooperation Agency, the New Zealand Ministry for Foreign Affairs and Trade, the United States Department of State, and the World Bank Group.

Asian Development Bank
6 ADB Avenue
Mandaluyong City
1550 Metro Manila, Philippines
Tel +63 2 8632 4444
www.adb.org

PRIF Coordination Office
c/o Asian Development Bank
Level 20, 45 Clarence Street
Sydney, NSW 2000, Australia
Tel +61 2 8270 9444
www.theprif.org

Some rights reserved. Published in December 2024.
Publication Stock Number: SPR240556-2

The use of information contained in this report is encouraged with appropriate acknowledgment. The report may only be reproduced with the permission of the PRIF Coordination Office.

The views expressed in this report are those of the authors and do not necessarily reflect the views and policies of ADB or its Board of Governors or the governments they represent, nor of the other PRIF development partners, their boards, or the governments they represent. None of the above parties guarantee the accuracy of the data included in this report or accept any responsibility for any consequence of their use. The mention of specific companies or products of manufacturers does not imply that they are endorsed or recommended by ADB or any other of the PRIF partners in preference to others of a similar nature that are not mentioned. By making any designation of or reference to a particular territory or geographic area in this document, neither ADB nor any other PRIF partners intend to make any judgments as to the legal or other status of any territory or area.

All photos by ADB unless otherwise stated.

All tables and figures are provided by the author, unless otherwise specified.

In this report, "\$" refers to the United States dollar, unless otherwise stated.

ADB recognizes "Solomon" as Solomon Islands and "Republic of Marshall Islands" as the Republic of the Marshall Islands.

On the cover: Man welding at a road reconstruction site in Vanuatu.



The Pacific Region Infrastructure Facility (PRIF) is a multi-partner coordination and technical assistance facility for improved infrastructure in the Pacific region.

CONTENTS

Tables, Figures, and Boxes	v
Abbreviations	vi
2023 Highlights	viii
Executive Summary	x
1. Introduction	1
1.1 About PRIF	1
1.2 Operating Context	1
2. Major Achievements	3
2.1 What Did PRIF Achieve?	3
2.2 What Did PRIF Learn?	9
2.3 Early Signs of Impact	11
3. Phase IV Delivery Report	17
3.1 2023 Workplan	17
3.2 New PRIF Delivery Approaches	18
3.2.1 Improved Coordination Function at the PMC and Working Group Levels	18
3.2.2 Cross-cutting Issues	19
3.2.3 Capacity Development	20
3.2.4 Monitoring, Evaluation, and Learning	20
3.2.5 Communications and Outreach	20
3.3 PRIF Partner Coordination	20
3.3.1 PRIF Management Committee	20
3.3.2 Sector and Thematic Working Groups	21
3.4 Technical Assistance and Knowledge Work	29
3.4.1 National Infrastructure Investment Plans	29
3.4.2 General Technical Assistance	30
3.4.3 Pilot Testing	32
3.4.4 Capacity Building	32
3.4.5 Cross-cutting Approaches	33

3.5	Communications and Outreach	38
3.5.1	PRIF Community of Practice	38
3.5.2	Website	38
3.5.3	Social Media	39
3.5.4	Regional Engagement and Outreach	40
3.5.5	PRIF Week	43
3.5.6	Publications	44
4.	Monitoring, Evaluation, and Learning	45
4.1	Independent NIIP Review	45
4.2	Monitoring, Evaluation and Learning Plan and Implementation	45
4.3	Major Activities	46
5.	Finance and Administration	47
5.1	Reporting	47
5.2	PRIF CO Staff	47
5.3	PRIF CO Budget	48
5.3.1	Partner Funding	48
5.3.2	Expenditure to-date	48
Annexes		
Annex 1:	PRIF Phase IV Program Logic	49
Annex 2:	Report against the Design and Monitoring Framework	50
Annex 3:	Report against the PRIF Phase IV MEL Results Table (December 2023 Update)	65
Annex 4:	National Infrastructure Planning Activities	82
Annex 5:	General Technical Assistance Activities	85

TABLES, FIGURES, AND BOXES

Tables

1	National Infrastructure Investment Plan Program Implementation in 2023	29
2	PRIF CO Technical Assistance Activity, as of 31 December 2023	30
3	PRIF Knowledge Products and Flagship Publications 2023	44
4	PRIF CO Schedule of Reports	47
5	Staffing of PRIF CO	47
6	PRIF Partner Contributions	48
7	Expenditure as of 31 December 2023	48

Figures

1	PRIF Phase IV TA Count (2020–2023)	6
2	PRIF Phase IV Program Logic Summary	11
3	PRIF Website Page Views, Quarterly (2020–2023)	38
4	Facebook Followers (2020–2023)	39
5	Facebook Engagement (2020–2023)	39
6	LinkedIn Engagement (2020–2023)	39

Boxes

1	Enhancements to National Infrastructure Planning and Prioritization Across the Pacific	5
2	Improving National Building Codes and Standards	7
3	Independent National Infrastructure Investment Plan Review	10
4	A Shared Approach for the Management of Environmental and Social Risks and Impacts	13
5	Partnership Health Diagnostic 2023	15

ABBREVIATIONS

ACA	asset condition assessment	NEISIP	Nauru Economic Infrastructure Strategy and Investment Plan
ADB	Asian Development Bank	NIIP	national infrastructure investment plan
AIFFP	Australian Infrastructure Financing Facility for the Pacific	OPERA	Office of Pacific Energy Regulators Alliance
APIBC	Australia-Pacific Islands Business Council	PASO	Pacific Aviation Safety Office
ASPA	Association of South Pacific Airlines	PCCC	Pacific Climate Change Centre
CDRI	Coalition for Disaster Resilient Infrastructure	PFTAC	Pacific Financial Technical Advisory Center
COVID-19	coronavirus disease	PIC	Pacific Island country
CoP	Community of Practice	PIF	Pacific Islands Forum
CROP	Council of Regional Organisations of the Pacific	PMC	PRIF Management Committee
CSO	Community service obligations organizations	PNG	Papua New Guinea
DFAT	Australian Department of Foreign Affairs and Trade	PPA	Pacific Power Association
DMF	design and monitoring framework	PRIF	Pacific Region Infrastructure Facility
EIB	European Investment Bank	PRIF CO	Pacific Region Infrastructure Facility Coordination Office
EU	European Union	PRP	Pacific Resilience Partnership
FESRIP	Framework for Energy Security and Resilience in the Pacific	PSIP	Samoa Public Sector Investment Plan
FRA	Fiji Roads Authority	PWWA	Pacific Water and Wastewater Association
GEDSI	gender equality, disability, and social inclusion	RAMM	Regional Aviation Ministers' Meeting
GESI	gender equality and social inclusion	SIM	sustainable infrastructure management
GGGI	Global Green Growth Institute	SOE	state-owned enterprise(s)
ICT	information and communication technology	SPC	Pacific community
IFC	International Finance Corporation (of the World Bank Group)	SPREP	Secretariat of the Pacific Regional Environment Programme
IMF	International Monetary Fund	TA	technical assistance
JICA	Japan International Cooperation Agency	UN	United Nations
MCA	multi-criteria analysis	UNEP	United Nations Environment Programme
M&E	monitoring and evaluation	UNSW	University of New South Wales
MEL	monitoring, evaluation, and learning	USAID	United States Agency for International Development
MFAT	New Zealand Ministry of Foreign Affairs and Trade	VfM	value for money
RMI	Republic of the Marshall Islands	VISIP	Vanuatu Infrastructure Strategic Investment Plan
FSM	Federated States of Micronesia	WASH	water, sanitation, and hygiene
MTR	mid-term review	WBG	World Bank Group
NBC	national building code	WHO	World Health Organization



Workers on the renewable energy project in Nui, Tuvalu.
Source: Tuvalu Red Cross.



TECHNICAL ASSISTANCE

NATIONAL INFRASTRUCTURE INVESTMENT PLANS (NIIPs)

9

NIIPs UNDERWAY or completed



87

PEOPLE TRAINED



GENERAL TECHNICAL ASSISTANCE (TA)

22 TA projects underway or completed



95% focus regionally



71% of new TA projects designed or implemented in partnership



PARTNER COORDINATION



33 coordination MEETINGS



5 INFRASTRUCTURE sectors



4 cross-cutting THEMES

FLAGSHIP TA PROJECTS



Infrastructure Risk Management and Insurance in the Pacific





Scoping Study for a Pacific Regional Recycling Hub

Improving National Building Codes and Standards in the Pacific

Responsible Sourcing of Aggregates in the Pacific

Value for Money Procurement in Pacific Infrastructure

THE GREATEST VALUE OF WORKING GROUPS:

-  Avoiding duplication
-  Fostering an open and collaborative environment
-  Up-to-date information on partner pipelines and upcoming priorities
-  Exploring/addressing common issues and sharing best practices

Working Group Survey 2023



PARTNER FEEDBACK



75% OF PACIFIC PARTNERS believe PRIF has contributed to infrastructure policies and regulation



92% OF PACIFIC PARTNERS wish to partner with PRIF again in the future

Partnership Health Diagnostic 2023



DEVELOPMENT PARTNERS



Climate and Economic Resilience for a Blue Pacific Continent

COMMUNICATIONS AND OUTREACH

PUBLICATIONS AND ENGAGEMENT



10 PUBLICATIONS



16% INCREASE
in website page views



+78,000 ENGAGEMENT
+46,000 FOLLOWERS



+4,700 FOLLOWERS
+11,000 CLICKS

COMMUNITY OF PRACTICE WEBINARS



7 WEBINARS



382 PARTICIPANTS



99%
WOULD RECOMMEND
PRIF webinars to others



97% believe
KNOWLEDGE AND AWARENESS
improved post-webinar



4.2 AVG WEBINAR RATING
★★★★★

PRIF WEEK 2023



424 PARTICIPANTS



3 PACIFIC HUBS
Tonga, Fiji & Samoa



22 COUNTRIES



98% WOULD RECOMMEND
PRIF Week to others



BUDGET SUMMARY

US\$12.3 MILLION
committed budget over 4.5 years

US\$10.3 MILLION
disbursed to date

US\$3.4 MILLION
disbursed in 2023



MEMBER COUNTRIES

Cook Islands • Fiji • Kiribati • Republic of the Marshall Islands • Federated States of Micronesia
Nauru • Niue • Palau • Papua New Guinea • Samoa • Solomon Islands • Tonga • Tuvalu • Vanuatu

EXECUTIVE SUMMARY

The Pacific Region Infrastructure Facility (PRIF) was officially launched in 2008 as a multi-partner coordination and technical assistance (TA) facility. It was established to interface between development partners and Pacific member countries to improve the quality and coverage of infrastructure and service delivery. Its aim is to enhance coordination of partner investments in the Pacific and provide technical advice on infrastructure development and sustainable management.

PRIF's operations cover 13 Pacific member countries: the Cook Islands, the Federated States of Micronesia (FSM), Fiji, Kiribati, Nauru, Niue, Palau, the Republic of the Marshall Islands (RMI), Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu. Papua New Guinea (PNG) is an associate member country. PRIF's development partners include the Asian Development Bank (ADB), Australian Department of Foreign Affairs and Trade (DFAT), European Union (EU), European Investment Bank (EIB), Japan International Cooperation Agency (JICA), New Zealand Ministry of Foreign Affairs and Trade (MFAT), United States (US) Department of State, and the World Bank Group (WBG).

The facility entered its fourth phase with funding approval on 31 October 2019, and its partners have committed \$12.3 million for the 4 years from November 2019 to October 2023. On 20 January 2023, the partners approved an up to 12-month extension for PRIF Phase IV, to allow additional time for the full utilization of Phase IV funding and to ensure a smooth transition to Phase V. PRIF is being implemented by the PRIF Coordination Office (PRIF CO) based in Sydney.

In 2023, PRIF continued to implement partner coordination and TA operations across the Pacific with three high-level objectives: 1) a new overarching theme of climate and economic resilience that will support coronavirus disease (COVID-19) recovery and the Pacific's new 2050 Strategy for a Blue Pacific Continent (Strategy 2050); 2) new delivery approaches developed in response to the PRIF mid-term review recommendations; and 3) continued results orientation and focus on activity outcomes.

The following is a summary of PRIF high-level achievements and highlights during 2023.

PARTNER COORDINATION

PRIF has maintained high-level partner interest and engagement in its coordination activities, meeting or exceeding its workplan targets with 33 meetings held in total. Engagement in working group meetings has remained stable, with 75% of members engaged with PRIF working groups for a period greater than 6 months, but only 38% attending at least three meetings. Through 2023, PRIF has aimed to increase its overall engagement with Pacific governments, the Council of Regional Organisations of the Pacific, civil society, and other regional bodies by inviting Pacific officials to present at working group meetings and partnering with Pacific organizations and ministries to implement or disseminate TA projects, as well as partnering with organizations in the delivery of PRIF communications and outreach activities, such as the Community of Practice (CoP) webinars and PRIF Week. Opportunities for increasing cross-working group collaboration were increased, with four joint meetings held in this calendar year. Infrastructure project pipeline updates, distributed twice a year to all working group members, remain a valuable component of partner coordination activities and were rated 4/5 in the 2023 working group survey in terms of value added.



Engineers working at project site in Vanuatu

TECHNICAL ASSISTANCE AND KNOWLEDGE WORK

PRIF has continued to contribute to better-informed sustainable infrastructure planning and management in the Pacific by targeting TA projects that prioritize key priorities and development challenges. The rollout of the National Infrastructure Investment Plan (NIIP) comprehensive plan has maintained pace in 2023, with five NIIPs published (Tonga, Niue, Kiribati, Fiji, Nauru), two completed but awaiting government approval (the RMI and Samoa), one commenced in December (the FSM), and one on hold (Vanuatu). By the end of Phase IV, PRIF engaged with all 13 member countries on national infrastructure planning. A recent economic guide for the planning, appraisal, and selection of infrastructure projects complements PRIF CO's NIIP support to Pacific member states and is intended to be rolled out in early 2024 through a series of capacity-building workshops.

Considering both NIIPs and general TA projects, 31 of the latter have either progressed or completed in 2023. This is the second-highest number of TA projects progressed in a calendar year during Phase IV (down by 13% from 2022 but up by 33% from 2020). Corresponding to this, PRIF annual expenditure in 2023 totaled \$3.42 million, the highest during Phase IV. This brings Phase IV expenditure to date to \$10.29 million, which is 82% of the total PRIF funding commitment.

COMMUNICATIONS AND OUTREACH

PRIF Week 2023, under the theme, “Quality Infrastructure for a Blue Pacific Continent”, was held between 16 and 20 October 2023, and brought together 424 participants from 22 countries to enhance awareness of the opportunities and challenges of applying quality infrastructure principles in Pacific infrastructure delivery programs. Three physical hubs across the Pacific (Suva, Nuku’alofa, and Apia), were co-delivered in partnership with the Pacific Community (SPC), the Tonga Chamber of Commerce and the Ministry of Infrastructure, and the Pacific Regional Environment Programme (SPREP), respectively. Of PRIF Week participants, 93% rated it as good and above and 98% stated they would recommend it to others. The event brought increased focus on quality infrastructure principles and aligned strategically with the Pacific Island Forum endorsement of quality principles for Pacific infrastructure at the Cook Island Leaders meeting in November 2023.

Seven PRIF CoP webinars were held in 2023, aiming to broaden dissemination of PRIF knowledge products and support engagement with Pacific infrastructure practitioners, encouraging knowledge and information exchanges as well as better networks and linkages. In total, 382 participants were in attendance from across the Pacific. The webinars had an average rating of 4.2/5, with the highest attendance at 109 participants for the building codes webinar held in July.

PRIF engagement and outreach activities increased significantly throughout 2023. PRIF participated and presented in the range of regional conferences and events, including the Pacific Region Energy and Transport Ministers Meeting in May in Port Vila, the Association of South Pacific Airlines Airports and Airlines workshop in June held in Nadi, the 7th Pacific Water and Wastewater Association Ministerial Forum & 14th Conference and Expo in September in Palau, the Pacific Aviation Safety Office Aviation (PASO) Commercial Industry Workshop in September in Vanuatu, the 31st SPREP Meeting of Officials in September, the Australia-Pacific Islands Business Council Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Exhibition, the 30th Pacific Power Association Annual Conference and Trade Exhibition in September in Saipan, and the Pacific Financial Technical Assistance Centre Regional Workshop on Strengthening Public Investment Management in the Pacific in December hosted by Samoa.



Nauru port, Aiwo, Nauru.

MONITORING, EVALUATION, AND LEARNING

Following the approval of PRIF's first Monitoring, Evaluation and Learning Plan with associated key performance measures and targets in 2022, PRIF took significant steps towards adopting a greater focus on results throughout all its activities, with monitoring and evaluation (M&E) now integrated in both quarterly and annual reports. Data collection across many areas of program delivery has improved particularly at the outcome level, and includes basic gender and inclusion reporting. Regular pause-and-reflect sessions are now a routine component of the PRIF CO workplan throughout the year, with continuous learning and improvement a new focus in everyday activities. An independent NIIP review was commissioned and completed in 2023 and provided significant recommendations for future NIIP enhancements, including further strengthening of the M&E approach across NIIP activities.

At the end of Phase IV, there is evidence that PRIF has achieved or made significant progress toward its intermediate and long-term outcomes. Working group meetings remain highly valued and are rated highest for avoiding duplication (4.2/5), fostering an open and collaborative environment (4.1/5), providing up-to-date information on partner pipelines and upcoming priorities (4/5) and exploring/addressing common issues and sharing best practices (34/5). Regarding partners, 20% believed that PRIF has contributed to donor priorities and pipeline development, but 65% stated that it informed pipeline development and investment design, with a range of examples provided.

PRIF's TA projects seek to contribute toward harmonization and coordination across the region, with examples of issues addressed including opportunities around the establishment of a first-ever Pacific recycling hub, improvements in local participation and procurement and addressing imbalances in the risk management and insurance practice in the Pacific, which prevent local contractors from participating and increase infrastructure delivery costs. ADB has already followed up on one of the key recommendations of the "Infrastructure Risk Management and Insurance in the Pacific", by commissioning a new TA project in 2023 to develop a handbook that could facilitate insurance for Pacific infrastructure projects.

During Phase IV, PRIF has made a significant contribution to the Pacific aviation sector recovery post-pandemic, with two important TA studies completed in 2020 and 2021, looking at post-COVID-19 recovery strategies and a third TA implemented this year looking at future sustainability options. The Pacific Aviation Support Program had four components: (i) developing a business case for a potential Pacific Airlines Strategic Alliance and initiating discussions to secure Pacific Island country (PIC) governments buy-in; (ii) conducting a viable network and fleet options study to guide the selection of common aircraft types and subsequent servicing and capacity training needs; (iii) exploring the need and options for establishing a wider aviation-focused regional hub/body in support of and beyond PASO's present mandate; and (iv) considering and trialing regional and harmonized approaches to aviation project implementation and maintenance. Studies emerging from this TA project will be the basis of the Third Regional Aviation Ministers Meeting deliverable on the COVID-19 economic impacts and recovery assessment for aviation in the Pacific, aligned with the Port Moresby Declaration and the 2050 Blue Pacific Strategy, to be held in Nauru in March 2024. The TA project has already contributed to existing discussions on potential new partnerships as well as the sector's longer-term sustainability.

A significant outcome for PRIF during Phase IV was the publication of the *Shared Approach for the Management of Environmental and Social Risks and Impacts for Pacific Island Countries* in 2021, after an extensive collaboration facilitated by PRIF's Environmental and Social Working Group. The shared approach provides guidance on ways to address environmental and social safeguard issues and challenges in cases of co-financing and co-investment.

It establishes common methods and procedures to manage environmental and social risks and impacts across an infrastructure project life cycle, recognizing commonalities between partners, establishing a common lexicon, and supporting country safeguards. This approach intends to make it more efficient for PRIF development partners and PICs to collaboratively manage the application of environmental and social safeguards in the Pacific. Importantly, the shared approach does not dilute the standards being applied, and, in cases where there is a difference in standards between partners, the higher threshold will typically apply.

The shared approach is being formally piloted in Fiji via the World Bank/ADB co-financed Transport Infrastructure Sector Project and Priority Bridges, with Fiji Roads as the implementing agency. Under the pilot, the World Bank is leading on social safeguards and ADB is leading on environmental safeguards. Lessons learned are being collected and shared with other development partners on the implementation. So far, the shared standards and collective approach have eased the engagement between development partners and the Government of Fiji. For the government, the project's alignment on environmental and social standards removes a barrier to approaching other development partners for additional funding.

Strong evidence collected in 2023 also indicates that Pacific governments are making progress toward priority sustainable infrastructure development and maintenance. A recent review of the Second Tonga NIIP, implemented under the Third Tonga NIIP update, showed that 60% of the projects initially identified in 2015 were either completed, underway, or committed by 2020. As shown in the draft 2023 Nauru NIIP, a review of the 2019 Nauru NIIP showed 40% of the long-list projects were either completed or ongoing, 7% were cancelled, 26% were still in the pipeline, and another 27% were status unknown. Anecdotal evidence collected by PRIF during a Solomon Islands visit in October 2023 indicated that the government had advanced more than 90% of the projects identified as high priority in its 2019 plan. In February 2024, the government released an updated NIIP priority list on basis of the multi-criteria analysis and approach developed by PRIF in 2019.

During 2023, PRIF made steady progress toward its long-term outcome of fostering greater regional cooperation and integration. A highlight of PRIF's efforts has been the provision of input into the 2050 Strategy Implementation Plan, which recognizes PRIF's role and includes a regional collective action of increasing support to facilitate infrastructure financing coordination among stakeholders, including identifying opportunities for private sector participation. This is an important development for PRIF and demonstrates its recognition as a valuable coordination mechanism between partners and member countries. The November 2023 adoption by Pacific leaders of a set of regional quality infrastructure principles to guide future financing and development opens an important opportunity for PRIF to continue to play a significant role in the realization of the 2050 Strategy, including through the implementation of the newly endorsed principles.

1 INTRODUCTION

1.1 ABOUT PRIF

The Pacific Region Infrastructure Facility (PRIF) was officially launched in 2008 as a multi-partner coordination and technical assistance (TA) facility. It was established to interface between development partners and Pacific member countries to improve the quality and coverage of infrastructure and service delivery. It enhances coordination of partner investments in the Pacific and provide technical advice on infrastructure development and sustainable management.

PRIF's operations cover 13 Pacific member countries: the Cook Islands, the Federated States of Micronesia (FSM), Fiji, Kiribati, Nauru, Niue, Palau, the Republic of the Marshall Islands (RMI), Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu. Papua New Guinea (PNG) is an associate member country.

PRIF's development partners include the Asian Development Bank (ADB), Australian Department of Foreign Affairs and Trade (DFAT), European Union (EU), European Investment Bank (EIB), Japan International Cooperation Agency (JICA), New Zealand Ministry for Foreign Affairs and Trade (MFAT), United States Department of State, and the World Bank Group (WBG).

The facility entered its fourth phase with funding approval on 31 October 2019,¹ and its partners provided \$12.5 million for the 4 years from November 2019 to October 2023 (ADB, \$2.0 million; Australia, \$4.1 million; New Zealand, \$4.4 million; and the United States (US), \$2.0 million). On 20 January 2023, the partners approved an up to 12-month extension for PRIF Phase IV, to allow additional time for the full utilization of Phase IV funding and to ensure a smooth transition to Phase V. PRIF is being implemented by the PRIF Coordination Office (PRIF CO) based in Sydney.

This is the fourth PRIF Annual Report for PRIF Phase IV, covering the period 1 January to 31 December 2023.

1.2 OPERATING CONTEXT

In a context of slow and uneven global growth following the protracted impact of the coronavirus disease (COVID-19) pandemic, the Russian invasion of Ukraine, and synchronized monetary tightening, Pacific economies have continued their recovery, driven in a large part by tourism and spending in infrastructure, with ADB projecting an overall growth of 3.5% in 2023 and 2.9% in 2024.² Growth remains uneven, however, with Fiji leading the way, strong recovery in the Cook Islands, Samoa, and Tonga but slower than expected growth in PNG, and Vanuatu still recovering from the twin cyclones of March 2023.³ Looking forward to 2024, challenges from higher fiscal deficits, elevated debt, and a shrinking policy space will continue while the region's vulnerability to natural hazards and climate change events, as well as ongoing capacity constraints on labor supply all pose significant risks.⁴

¹ Under an ADB TA project entitled, TA9819-REG: Pacific Region Infrastructure Facility Coordination Office (PRIF CO) – Leveraging Infrastructure for Sustainable Development.

² Asian Development Bank, Pacific Economic Monitor 2023, December 2023, <https://www.adb.org/publications/pacific-economic-monitor-december-2023.pdf>.

³ Ibid.

⁴ International Monetary Fund, *Regional Economic Outlook Asia and Pacific: Challenges to Sustaining Growth and Disinflation*, October 2023, <https://www.imf.org/en/Publications/REO/APAC/Issues/2023/09/27/regional-economic-outlook-for-asia-and-pacific-october-2023>.

Aid and development financing remains significant in the Pacific with the quantum of grants and concessional and non-concessional loans in the region higher on a per capita basis than in any other region.⁵ Between 2008 and 2021, the region received more than \$40 billion in overseas development assistance, or about \$3 billion a year on average.⁶ Of this, \$9.2 billion or approximately one-fifth (21%) was allocated to infrastructure, making it the second-largest expenditure category after governance and civil society projects.⁷ Preliminary numbers for 2022 indicate another significant increase in infrastructure development financing, largely driven by Australia with climate-related programs increasing to an unprecedented 39% in 2021⁸ and likely continuing in 2023 and beyond.

The focus on infrastructure investment remains critical for the Pacific, not just in laying the longer-term foundations for resilient and inclusive development but also for the provision of basic services and the reduction of vulnerability to climate change. High disaster risks correlated with minimal private sector investment means the infrastructure financing deficit in the region is significant, with ADB estimating that Pacific Island countries (PICs) face an annual investment gap of \$2.8 billion, or around 8% of gross domestic product (GDP).⁹

Pacific leaders acknowledged the region's evolving strategic challenges at the Pacific Islands Forum (PIF) held in the Cook Islands between 6 and 10 November 2023, including the lingering impacts of COVID-19, managing the challenges of climate change, and addressing economic and connectivity, including debt management.¹⁰ Leaders reaffirmed the importance of the 2050 Strategy for the Blue Pacific Continent as the region's long-term strategic policy document and endorsed its implementation plan identifying specific goals, outcomes, and actions across all thematic areas. Noting the need for greater regional focus and effort to support quality infrastructure development in the region, the leaders approved a set of Pacific regional quality infrastructure principles to guide future financing and development. The seven quality infrastructure principles endorsed in November include local content, value for money, climate resilience, regional standards, responsible borrowing, private sector investment, and inclusion.

PRIF's role in the coordination of major development partner efforts in the region and in providing targeted support to PICs remains significant. Stronger collaboration and cooperation between funders, governments, and implementors, including the private sector, remains critical for targeting and maximizing existing and upcoming funding commitments. Upfront work to identify and prepare a sufficient pipeline of "bankable" infrastructure projects remains a risk to slow economic growth, despite the record injection of funding post-pandemic. There are opportunities for PRIF to continue to play a key role in the region and supporting the realization of the 2050 strategy, including the implementation of the newly endorsed Pacific regional quality infrastructure principles.

⁵ Lowy Institute, *Pacific Aid Map 2023 Findings Report*, <https://www.lowyinstitute.org/publications/pacific-aid-map-2023-key-findings-report#:~:text=This%202023%20Key%20Findings%20report,countries%20covered%20in%20the%20database.>

⁶ *Ibid.*

⁷ *Ibid.*

⁸ *Ibid.*

⁹ Asian Development Bank, *Meeting Asia's Infrastructure Needs*, (ADB: Philippines, 2017), <https://www.adb.org/sites/default/files/publication/227496/special-report-infrastructure.pdf>.

¹⁰ Fifty-Second Pacific Islands Forum, Forum Communique, 6-10 November 2023, <https://forumsec.org/sites/default/files/2024-03/52nd%20Pacific%20Islands%20Forum%20Communique%2020231109.pdf>.



2 MAJOR ACHIEVEMENTS

2.1 WHAT DID PRIF ACHIEVE?

In 2023, PRIF continued to implement partner coordination and TA operations across the Pacific with the following high-level objectives:

- a new overarching theme of climate and economic resilience that will support COVID-19 recovery and the Pacific's new 2050 strategy;
- new PRIF delivery approaches developed in response to the PRIF mid-term review (MTR) recommendations; and
- continued results orientation and focus on activity outcomes.

Key achievements against PRIF major activities and targets for 2023 are outlined below.

Partner Coordination

PRIF has maintained high-level partner interest and engagement in its coordination activities, meeting its workplan targets:

- four PRIF Management Committee (PMC) meetings held;
- 33 working group meetings held during 2023 (up 43% from 2021 and 22% from 2022), with an average of 25 participants per meeting (up 4% from 2022);
- four joint working group meetings focused on climate change (two Transport and Energy working group meetings in May and September; a Sustainable Infrastructure Management (SIM)-led meeting extended to all working groups on 11 July; and a SIM and Environmental and Social (E&S) working group meeting in October);
- Four face-to-face working group meetings were held on the margins of relevant regional conferences/events.

The annual working group survey (n=25) shows engagement in meetings may have decreased, with 75% of members engaged with PRIF working groups for a period greater than 6 months (vs. 72% in 2022 and 79% in 2021), but with only 38% attending at least three meetings (vs. 62% in 2022 and 52% in 2021). One potential reason for this is that, in 2023, the high number of coordination meetings offered partners more opportunities to engage selectively in specialized technical groups and topics. Engagement and consultation with partners outside of meetings has continued as before. The overall attendance number per working group has increased slightly from last year, with 25 attendees on average (vs. 24 in 2022 and 28 in 2021).

In 2023, PRIF aimed to increase its overall engagement with Pacific governments, the Council of the Regional Organisations of the Pacific (CROP), civil society, and other regional bodies. It has done so through inviting Pacific officials to present at working groups and partnering with Pacific organizations and ministries to implement or

disseminate TA projects, as well as partnering with organizations in the delivery of flagship PRIF communications and outreach activities, such as the Community of Practice (CoP) webinars and PRIF Week, PRIF's annual conference bringing together infrastructure practitioners across the Pacific to discuss priorities and seek potential solutions. The PRIF Week hub in Samoa was delivered in partnership with the Secretariat of the Pacific Regional Environment Programme (SPREP), the hub in Fiji was delivered in partnership with the Pacific Community (SPC), and the hub in Tonga was delivered in partnership with the Tonga Chamber of Commerce and Industry and the Ministry of Infrastructure. Through the TA project Post-COVID-19 Pacific Aviation Support Program, PRIF continued to work closely with key Pacific stakeholders, the Pacific Aviation Safety Office (PASO) and the Association of South Pacific Airlines (ASPA).

In line with the 2023 workplan priorities, PRIF sought to organize increasing opportunities for cross-working group collaboration. Four joint working group meetings were held in this calendar year: a climate change-focused meeting under the SIM Working Group, with over 30 partners in attendance from across all working groups; two joint Energy and Transport Working Group meetings; and one joint SIM and E&S Working Group meeting focused on the nexus of gender and climate change.

The resumption of face-to-face meetings has increased steadily in 2023, alongside the return of normal travel to the Pacific. Coordination meetings held adjacent to regional conferences allow not only for critical partner engagement but also increased dialogue between development partners and Pacific representatives. Four working group meetings were held alongside regional conferences and fora in 2023, including an Energy Working Group meeting held during the Energy and Transport Ministerial meeting in May and another held on the edges of the Pacific Power Association Annual conference in September. Additionally, two Water and Sanitation (WatSan) Working Group meetings were held face-to-face in 2023, one alongside the Water & WASH Futures Conference in February and one alongside the 7th Pacific Water and Wastewater Ministerial Forum and 14th Conference and Expo in August-September.

Between 6 and 8 June 2023, PMC held its first face-to-face meeting in Suva, Fiji hosted by partners, the EU, and EIB. The purpose of the meeting was to consider and subsequently endorse the design parameters for a proposed new phase for PRIF to start in early 2024. PMC also considered and endorsed changes to the PRIF charter. During the 3-day visit, PMC met with Government of Fiji representatives, various CROP agencies, civil society, and the private sector. A PRIF CoP was held in partnership with the Fiji Ministry of Finance to introduce the first-ever Fiji National Infrastructure Investment Plan (NIIP).

Infrastructure project pipeline updates, distributed twice a year to all working group members, remain a valuable component of partner coordination activities and were rated 4/5 in the 2023 working group survey in terms of value add to members. For the first time in Phase IV, aggregated NIIP pipeline priorities per sub-sector were presented during working group meetings to allow partners a perspective and discussion on the link between Pacific government priorities and partner pipelines. It is expected that this will continue to be explored and enhanced under the next phase. Continuing to look forward, early engagement between partners on upcoming opportunities is another suggestion for improvement. Dedicated co-financing and co-design discussions should also be enhanced.

Partners are generally satisfied with the identification of TA projects and the TA concept note development process, which has been rated 3.7/5 in terms of working group value in 2023. Improvements sought by partners include developing stronger links between TA projects, relevant working group strategies and PRIF's overall goals, as well as a greater focus and coordination on integrating climate change into all PRIF activities.

Box 1: Enhancements to National Infrastructure Planning and Prioritization Across the Pacific

Following the publication of the *Guideline to Preparing National Infrastructure Investment Plans* and the initiation of the National Infrastructure Investment Plan (NIIP) core team approach in late 2022, Pacific Region Infrastructure Facility (PRIF) Coordination Office (PRIF CO) has continued efforts to ensure each new NIIP would apply best practices from previous NIIPs and integrate the knowledge and tools developed in new and relevant PRIF TA projects, such as sea level rise, gender equality and social inclusion (GESI), and local procurement.

The standardization of tools and processes for the NIIP has ensured a more systematic approach to implementation, while encouraging adaptation and adjustment of implementation to suit the needs and requirements of individual member states. In Fiji, for example, the NIIP complemented broader public sector investment management reforms and offered an interesting example of PRIF strategically aligning with an established and existing domestic reform process. In Tonga, PRIF has since its inception supported three NIIPs, two of which were completed during Phase IV and the latest during 2023 following the aftermath of the Hunga Tonga – Hunga Ha’apai eruption and tsunami. For each NIIP completed, changes to the process and approach were effected in conjunction with National Planning Division personnel and in line with government expectations and PRIF lessons learned on NIIP implementation. For the latest NIIP, national staff from the National Planning Division took the lead with support from a locally engaged consultant.

The latest PRIF economic guide for the planning, appraisal, and selection of infrastructure projects is considered an important added support to Pacific infrastructure practitioners on commissioning and interpreting economic evaluations in the infrastructure lifecycle. Economic assessments of a project’s viability consider impacts on societal welfare and are important for NIIPs and the subsequent development phase of a project. The guide complements PRIF CO’s NIIP support to Pacific member states and is intended to be rolled out in early 2024 through a series of capacity-building workshops.

Also in 2023, PRIF CO commissioned an independent review of the NIIP with the objective of assessing its effectiveness, impact, and sustainability. In total, 94 interviews were undertaken with key informants, with a focus on NIIP users, specifically Pacific Island governments. The review found the NIIP was a relevant and appropriate intervention to the current Pacific context of urgently needed infrastructure investment, limited resources, and absorptive capacity, and competing infrastructure priorities. It made 10 recommendations to strengthen NIIP design and delivery, some of which are already being implemented. This includes the development of an NIIP capacity building plan, documenting PRIF’s approach to capacity building and ensuring capacity effectiveness is monitored and evaluated appropriately in each context. The NIIP capacity building plan was drafted in October 2023, in consultation with Pacific government counterparts through an NIIP symposium held in August with 21 people in attendance including government planning staff, and national and international consultants. A Community of Practice event in November 2023 outlined the main elements of the plan and sought further feedback prior to finalization. It is expected that the NIIP capacity building plan alongside other NIIP enhancements will be implemented from 2024 onward.

Source: PRIF CO.

Technical assistance and knowledge work

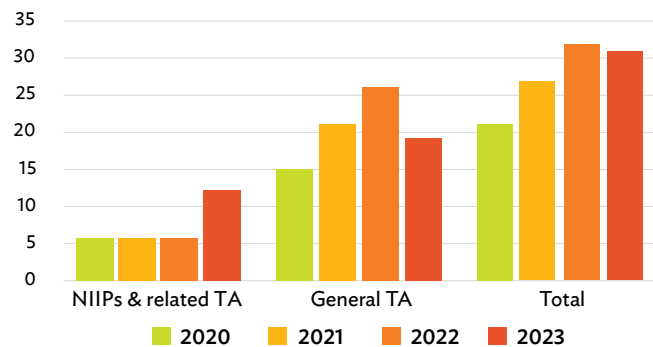
PRIF has continued to contribute to better-informed sustainable infrastructure planning and management in the Pacific by targeting TA projects that consider and prioritize key Pacific priorities and development challenges (Box 1).

The rollout of the NIIP Comprehensive Program continued apace in 2023, with five NIIPs published (Fiji, Kiribati, Nauru, Niue, Tonga), two completed but awaiting government approval (RMI and Samoa), one commenced in December (FSM), and one on hold (Vanuatu). By the end of Phase IV, PRIF engaged with all 13 member countries on national infrastructure planning.

Another three NIIP-related TA projects were also completed in 2023, including the “NIIP Core Team Approach”,¹¹ the “Guidance on Economic Analysis in Planning, Appraisal and Selection of Infrastructure Projects in the Pacific”, and an independent “NIIP Review”. The NIIP Core Team approach was applied to the implementation of all NIIPs in 2023 – Nauru, the RMI, the FSM, Fiji, Samoa, and Vanuatu.

During the reporting period, PRIF CO implemented 19 general TA projects, 11 of which were completed and eight were ongoing and for completion in the first quarter of 2024 (see Annex 5). Examples of TA projects either completed or underway include: “Electric Vehicles Standards in the Pacific”, “Asset Maintenance in the Water Sector in the Pacific”, “Responsible Sourcing of Aggregates in the Pacific”, “Value for Money Procurement in the Pacific”, “Improving Building Codes and Standards in the Pacific”, and “Affordable Coastal Protection in the Pacific – Phase 3: Development of Guidance Document on Management, Monitoring and Inspection of Coastal Protection Structures”.

Figure 1: PRIF Phase IV TA Count (2020–2023)



TA - technical assistance;
 NIIP - national infrastructure investment plan.
 Source: PRIF CO.

¹¹ The NIIP core team approach was established in late 2022 to create efficiencies in the delivery of the NIIP Comprehensive Program, ensure quality and consistency in the approach, and support infrastructure planning capacity development in PICs. The core team consists of an NIIP team leader, an infrastructure planning specialist, and a project economist, who work together across multiple countries to guide and mentor country teams in producing a country NIIP. Country teams typically include two national consultants: an infrastructure specialist/deputy team leader and an economist. Other specialists may be recruited for infrastructure sector expertise, asset management, climate change, and social inclusion, as required by the individual country.

Box 2: Improving National Building Codes and Standards

Current, locally appropriate building codes, well applied and enforced across the Pacific countries would help improve Pacific infrastructure’s resilience to disasters, in a region that has become increasingly prone to extreme weather events and the impacts of climate change.

Building on a 2019 Pacific Region Infrastructure Facility (PRIF) technical assistance (TA) and publication titled *Regional Diagnostic Study of Constraints in the Application of Building Codes the Pacific*, a new PRIF TA implemented between 2022–2023 has sought to identify national building code (NBC) best practices and identify ways to improve legal and regulatory framework as well as compliance and enforcement. *Improving Building Codes and Standards in the Pacific – Coordination and Harmonization Report* makes a range of short-, medium-, and long-term recommendations to improve NBC and standards outcomes. It found that more coordination, collaboration, and communication was needed on building codes improvements across the Pacific and that emphasis should be placed on identifying and improving gaps in the capacity and capability of the agencies responsible for NBC application and compliance enforcement. An online repository of NBCs and home-building manuals from across the Pacific has been compiled and published on the PRIF website as part of the project. Additionally, technical support has also been provided to the Federated States of Micronesia (FSM), Kiribati, and Nauru for the drafting of their NBCs, their implementation and enforcement. In addition, the TA project provided expert reviews of the Fiji building code, which was under development.

On 23 June 2023, PRIF Coordination Office held a webinar with 28 government representatives across eight member states to socialize and discuss the findings of the report and to share lessons learned among Pacific peers. This was followed by a public event, the PRIF Community of Practice on 18 July 2023 with a panel of experts, including the TA team leader and eminent experts from Polynesia (the Cook Islands), Melanesia (Vanuatu), and Micronesia (the FSM). The webinar was attended by 118 unique viewers attended from 19 countries.

Looking toward PRIF Phase V, there is value in PRIF continuing work supporting the further regional coordination and harmonization of NBCs, their application and enforcement and new TA projects are currently being planned, including fostering a community of practice for Pacific NBC practitioners to support the participation, dialogue and collaboration between engineers, architects, planners and builders from across the region.

Source: PRIF CO.

Communications and Outreach

PRIF WEEK

PRIF Week 2023, under the theme, “Quality Infrastructure for a Blue Pacific Continent”, was held between 16 and 20 October 2023, and brought together 309 virtual participants across 22 countries to enhance awareness of the opportunities and challenges of applying quality infrastructure principles in Pacific infrastructure delivery programs. Three physical hubs across the Pacific (Suva, Nuku’alofa, and Apia), were co-delivered in partnership with SPC, the Tonga Chamber of Commerce and Ministry of Infrastructure, and SPREP, respectively, and brought together another 115 attendees. This facilitated discussions relevant to the individual context and face-to-face networking

opportunities between Pacific governments, regional organizations development partners, the private sector, civil society, and others.

Analysis of PRIF Week results across all performance indicators show that the conference exceeded expectations, with 93% of participants rating PRIF Week as good and above and 98% stating they would recommend PRIF Week to others. The event brought increased focus on quality infrastructure principles and aligned strategically with the PIF endorsement of quality principles for Pacific infrastructure at the Cook Island Leaders meeting in November 2023; consolidated PRIF's role as a coordination platform for infrastructure in the Pacific; enhanced engagement with key stakeholders, particularly in-country; and potentially positioned PRIF to support PIF and CROP with the implementation of quality infrastructure principles for Pacific infrastructure.

PRIF COMMUNITY OF PRACTICE

PRIF CoP provides a forum to share infrastructure-related information and knowledge of common interest among Pacific infrastructure practitioners in government, development partner agencies, academia, and the private sector. Seven CoP events were held in 2023 with a total of 382 participants in attendance from across the Pacific (on average, 54 attendees per webinar). The webinars had an average rating of 4.2/5, with speakers rated on average at 4.1/5. The question and answer segment had an average rating of 3.8/5. The building codes webinar had the highest attendance with 109 participants, followed by the Fiji NIIP session with 90 participants. On average, 52% of the CoP audience comprises PIC governments, regional organizations and local private sector, contractors, and organizations. In total, 99% would recommend PRIF CoP to others.

ENGAGEMENT AND OUTREACH

PRIF engagement and outreach activities increased significantly throughout 2023, with regional engagement, partnership, and outreach a key priority for PRIF under the annual workplan. PRIF participated and presented in the range of regional conferences and events, including the Pacific Region Energy and Transport Ministers Meeting in May in Port Vila, the ASPA Airports and Airlines workshop in June held in Nadi, the 7th Pacific Water and Wastewater Association (PWWA) Ministerial Forum & 14th Conference and Expo in September in Palau, the PASO Aviation Commercial Industry Workshop in September in Vanuatu, the 31st SPREP Meeting of Officials in September, the Australia-Pacific Islands Business Council (APIBC) Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Exhibition, the 30th Pacific Power Association (PPA) Annual Conference and Trade Exhibition in September in Saipan, and the Pacific Financial Technical Assistance Centre (PFTAC) Regional Workshop on Strengthening Public Investment Management in the Pacific in December hosted by Samoa.

Monitoring and evaluation

Following the approval of its first Monitoring, Evaluation and Learning (MEL) Plan with associated key performance measures and targets in 2022, PRIF took significant steps toward adopting a greater focus on results throughout all its activities, with monitoring and evaluation (M&E) now integrated in both quarterly and annual reports. Data collection across many areas of program delivery has improved particularly at the outcome level, and includes basic gender and inclusion reporting. Regular pause-and-reflect sessions are now a routine component of the PRIF CO workplan throughout the year, with continuing learning and improvement a new focus in everyday activities. An independent NIIP review was commissioned and completed in 2023 and provided significant recommendations for future NIIP enhancements, including further strengthening of the M&E approach across NIIP activities.

2.2 WHAT DID PRIF LEARN?

PRIF remains a nimble and flexible mechanism supporting infrastructure development

PRIF's agility and flexibility with respect to member country or development partner needs remains notable. In Samoa, for example, based on government request, PRIF was able to expand the scope of works beyond the Public Sector Investment Program (PSIP) to help the government deliver a refresh on the Samoa Energy Sector Plan 2022–2026. Further changes to the scope of works occurred during implementation to respond to unplanned events. In Fiji, the NIIP team worked closely with the Ministry of Economy to ensure alignment and complementarity between the NIIP work and broader public sector investment management reforms, already underway. PRIF has been similarly responsive to development partner requests. Under the Building Codes TA project, the consultant team led by PRIF was able to conduct eight peer reviews of related work undertaken by other partners and stakeholders operating in the Pacific, including a peer review of ADB-funded support to improve the Fiji NBC. A peer review of the World Bank-funded Fiji expenditure review was also undertaken by the Fiji NIIP team.

Learning is embedded in all PRIF activities

Learning has been a feature of the 2023 workplan implementation. Data collection and monitoring was implemented for all PRIF major activities, including PRIF Week, CoP, social media and engagement, and publications. Stakeholder feedback surveys have become consolidated as part of the annual monitoring cycle to assess the impact of PRIF activities and to inform annual planning. Mid-year and end-of-year performance reviews were undertaken in 2023, including an end-of-phase reflection workshop undertaken on 6 December 2023. The third iteration of PRIF Week in 2023, for example, has integrated many of the lessons learned from previous years and has become a more mature, streamlined process and deliverable with excellent attendance and interest from across the infrastructure sector in the Pacific and positive feedback year-on-year. Following feedback in 2022, the in-country hubs have become a standard feature of the event, while the primarily virtual format continues to allow for broad attendance and participation. Small, incremental improvements to CoP delivery are made in between sessions and reflect a desire to ensure strong attendance, interesting topics, and providing a safe space for discussion of priority topics among Pacific infrastructure practitioners.

Partnerships and outreach remain a key focus

In 2023, PRIF continued to amplify its focus on Pacific partnerships and engagement. Of all new PRIF TA projects during the calendar year, 71% were designed, implemented, or disseminated in partnership with a Pacific government ministry or a regional organization. Travel to the Pacific has resumed, although new innovations in ways of working, including hybrid or virtual approaches have delivered efficiencies as well as increased reach. PRIF Week, for example, with its hybrid format has become an accessible conference across the Pacific for PRIF's major stakeholders, whereas select in-country hubs also provide valued opportunities for networking and face-to-face engagement. In addition to in-country missions directly related to PRIF TA projects, PRIF has participated in 10 conferences, business or ministerial fora, and workshops.

Box 3: Independent National Infrastructure Investment Plan Review

An independent NIIP review was commissioned by the Pacific Region Infrastructure Facility (PRIF) Management Committee (PMC) and implemented between March and June 2023. The largely qualitative exercise included field work to five Pacific countries (the Cook Islands, Fiji, Kiribati, Solomon Islands, and Tonga) and included 94 interviews, primarily with NIIP users (PIC governments, state-owned enterprises, development partners, private sector, industry bodies, and associations).

The review focused on six fundamental questions: is the NIIP approach relevant and appropriate to the Pacific context? Is the NIIP program effective? Does the NIIP program build capacity? Can the NIIP be used to recruit greater international public and private investment? Can the NIIP better inform foreign donor funding decisions? Are there any ways to increase the long-term relevancy and usefulness of the NIIP?

The review found that there is great appreciation from both PICs and development partners for the work undertaken by PRIF in introducing and bedding down national infrastructure planning. There is near-universal agreement that a broad-based, cross-sectoral infrastructure and investment planning and prioritization process is relevant and appropriate to the current Pacific context of urgently needed infrastructure investment. There is a recognition that the introduction of the NIIP process involves major structural reform, and that this is still a work in progress; importantly even in contexts where NIIP rollout has proved challenging, Pacific Island countries (PICs) remain committed to the concept of national infrastructure investment planning and prioritization, as do development partners. The question of what constitutes NIIP effectiveness is complex and requires further consideration as PRIF moves toward Phase V.

Moving forward, the review recommends a more programmatic approach aimed at achieving NIIP activation and utilization, involving targeted approaches in each country that identify and focus on long-term individual and institutional outcomes, and ensure further country-level consolidation of the NIIP. Capacity building and gender equality and social inclusion present opportunities for enhanced sustainability and reform, particularly as linked to monitoring and evaluation. NIIPs are generally regarded as having the potential to be an important tool for PICs in motivating greater international public and private investment; however, activation of the NIIP is essential.

The NIIP review made a total of 10 recommendations which will guide the next iteration of the PRIF Comprehensive NIIP Plan under PRIF Phase V.

Source: PRIF CO.

Locally engaged personnel are critical

The engagement of local personnel to support TA project implementation has become a key improvement and lesson learned following COVID-19, delivering increased quality and efficiencies for TA projects, strengthening relationships with partners in-country, and supporting the building of local experts' capacity. The engagement of local experts in small island countries has, however, presented challenges in the context of local capacity constraints; in such cases, alternative modalities may be considered, including the engagement of regional experts. In the case of the FSM NIIP, for example, due to start in early 2024, PRIF selected and engaged an RMI consultant who previously supported the RMI NIIP.

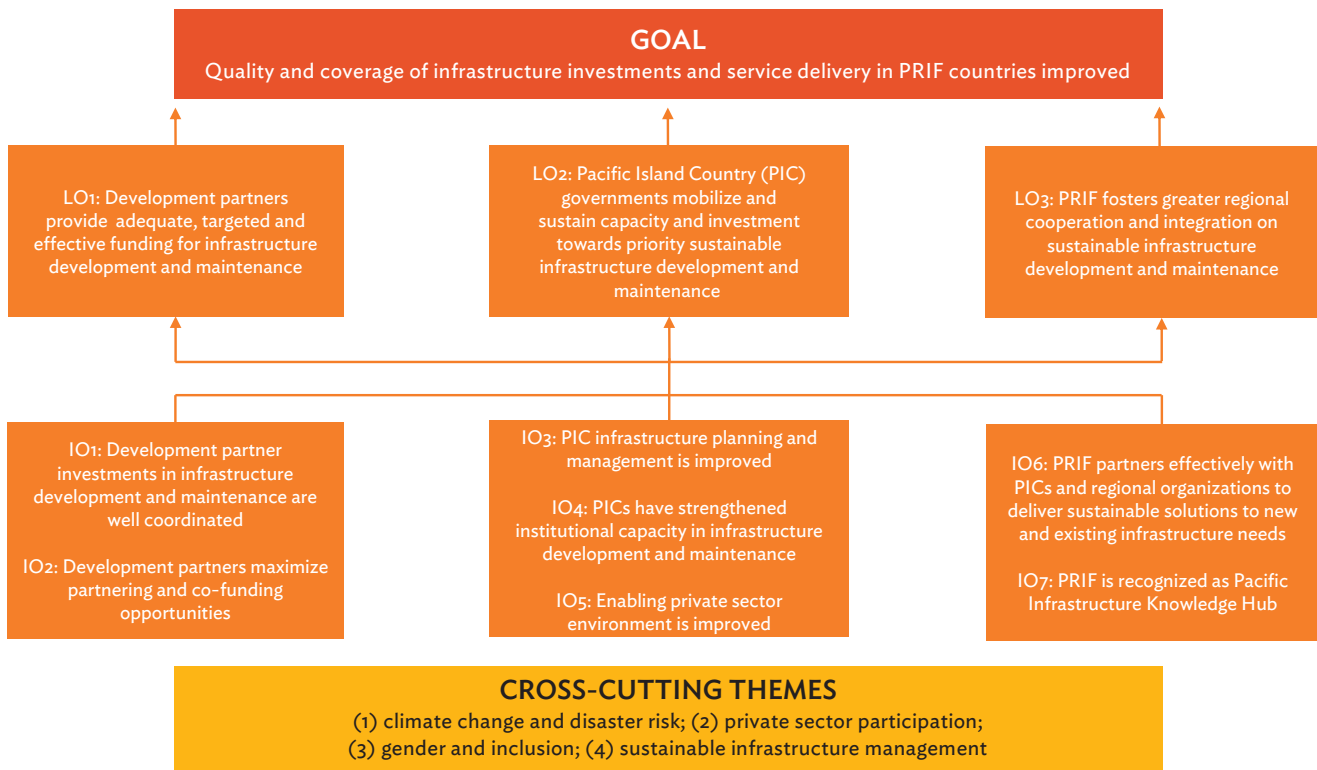
2.3 EARLY SIGNS OF IMPACT

The overarching goal of PRIF is improved quality and coverage of infrastructure investments and service delivery in member countries.

A program logic (Figure 2) was developed as part of the PRIF Phase IV MEL Framework and links closely with the PRIF design and monitoring framework (DMF).¹² While the DMF is largely focused on the monitoring of activities and outputs, the PRIF Phase IV MEL Plan is concerned with outcomes and the overarching goal. The PRIF Phase IV MEL Plan and the DMF are intended to be read in conjunction in order to provide an accurate representation of PRIF’s performance throughout Phase IV.

By the end of 2023, PRIF was expected to make progress against its three long term outcomes, seven intermediate outcomes and seven short-term outcomes.¹³

Figure 2: PRIF Phase IV Program Logic Summary



LO - long term outcome; IO - intermediate outcome; PRIF - Pacific Region Infrastructure Facility
Source: PRIF CO.

¹² Annex 2; please refer to Annex 1 for a more detailed representation.

¹³ Please refer to Annex 3 for the detailed breakdown of all results against short-, intermediate-, and long-term outcomes.

Below is a summary of key outcomes in PRIF Phase IV fourth and final year of operation.

Development partners provide adequate, targeted, and effective funding for infrastructure development and maintenance.

The sharing of information and experience between donors [...] has been valuable.

Working Group member, Working Group Survey 2023

PRIF contributes to adequate, targeted, and effective funding for infrastructure development and maintenance through coordination activities and technical assistance.

The number of coordination meetings increased from 24 in 2021, 26 in 2022, to 33 in 2023. According to the 2023 working group survey, the greatest value of working group meetings remains on par with previous years: avoiding

duplication (rated 4.2/5), fostering an open and collaborative environment (4.1/5), up-to-date information on partner pipelines and upcoming priorities (4/5), and exploring/addressing common issues and sharing best practices (4/5). Effective prioritization of TA projects remains ranked lowest at 3.7/5 in 2023 and will require action next year. The extent to which PRIF informs partner investment priorities, partnerships, and co-funding is difficult to assess, with 20% of partners believing that PRIF has contributed to donor priorities and pipeline development, along with 35% unaware and 45% unsure (vs. 50% of partners who believed PRIF contributed in 2022). Given difficulties around measuring PRIF's impact on partner decisions and investments, a new question was added to the working group survey this year to identify PRIF contribution and informing of partner pipelines and investment design. Of all partners, 65% stated PRIF informed pipeline development and investment design, with a range of examples provided including:

- Assessments of the impact of COVID-19 on the fuel supply, issues with project implementation, such as insurance, capacity and reforms, and emerging regional programs for financing and co-financing;
- Review of regional recycling, input into partner review of waste activities and review of water policies and approaches in collaboration with WatSan Working Group;
- NIIPs are helpful for partners to understand recipient countries' priorities;
- PRIF analysis on options to leverage private investment has informed the design of a new initiative;
- The partnership between ADB, WBG, the Global Environment Facility, and the Urban Water Supply and Sanitation Sector Project in the Solomon Islands, with EIB potentially joining as a partner.

PRIF's TA projects seek to make a strong contribution toward harmonization and coordination across the region. Examples include "Improving Building Codes and Standards in the Pacific", the "Scoping Study for a Pacific Regional Recycling Hub", the "Value for Money Procurement in Pacific Infrastructure", the "Infrastructure Risk Management and Insurance in the Pacific", "Electric Vehicle Standards Study", "Responsible Sourcing of Aggregates" and "Enhancing Regional Coordination for Capacity Development in Environmental and Social Management in the Pacific", which aim to provide regional solutions to identified industry challenges for both PICs and development partners. Examples of issues addressed include opportunities around the establishment of the first-ever Pacific recycling hub, improvements in local participation and procurement, and addressing imbalances in risk management and insurance practice in the Pacific, which sideline local contractors and increase infrastructure delivery costs. ADB has already followed up on one of the key recommendations of the "Infrastructure Risk Management and Insurance in the Pacific", by commissioning a new TA project in 2023 to develop a handbook that could facilitate insurance for

Pacific infrastructure projects. The application and uptake of recommendations in other TA projects will, in time, provide information about the impact of PRIF on improvements and efficiencies in the overall infrastructure sector. Long-term tracking of PRIF outputs and TA projects is necessary to understand PRIF's value and potential impact.

Box 4: A Shared Approach for the Management of Environmental and Social Risks and Impacts

Over some years, Pacific Island countries (PICs) have raised concerns about the burden of compliance with safeguards systems and requirements on co-funded initiatives, where governments would be expected to meet multiple donor requirements, as well as follow their own requirements and regulations. In 2014, the Fiji government requested the Asian Development Bank (ADB) and the World Bank, who were both co-funding the Fiji Transport Infrastructure Investment Project, to collaborate on what has now become a shared approach to the management of environmental and social risks in the Pacific. The process to find a common approach eventually led to the search for a standardized approach across multiple partners in cases of co-financing and co-investment.

The *Shared Approach for the Management of Environmental and Social Risks and Impacts for Pacific Island countries* was endorsed by PRIF's eight partners and was finally published in 2021, after an extensive collaboration facilitated by PRIF's Environmental and Social Working Group. The shared approach provides guidance on ways to address environmental and social safeguard issues and challenges, particularly those that are unique to the Pacific. It establishes common methods and procedures to manage environmental and social risks and impacts across an infrastructure project life cycle, recognizing commonalities between partners, establishing a common lexicon, and supporting country safeguards. This approach intends to make it more efficient for PRIF development partners and PICs to collaboratively manage the application of environmental and social safeguards in the Pacific. Importantly, however, the shared approach does not dilute the standards being applied, and, in cases where there is a difference in standards between partners, the higher threshold will typically apply.

The shared approach is being formally piloted in Fiji on the World Bank/ADB co-financed Transport Infrastructure Sector Project and Priority Bridges, with Fiji Roads as the implementing agency. Under the pilot, the World Bank is leading on social safeguards and ADB is leading on environmental safeguards. Lessons learned are being collected and shared with other development partners on the implementation process. So far, the shared standards and collective approach has made the engagement between development partners and the Fiji government easier. For the government, the project's alignment on environmental and social standards removes a barrier to approaching other development partners for additional funding.

The shared approach is a substantial impact of PRIF during Phase IV. It shows commitment from development partners to adapt and respond to local needs, streamline systems and processes, and pursue efficiencies in design and delivery. With the growth in funding and projects over recent years, the harmonization of safeguards standards brings long-term benefits for both development partners and Pacific governments. At a Pacific Region Multilateral Finance Institutions Workshop on Social Risks and Safeguards in the Pacific, held on 16–17 August in Sydney, Australia, World Bank Safeguards personnel stated that working on the Fiji project “feels like we work as one office”.

Source: PRIF CO.

During Phase IV, PRIF has made a significant contribution to the Pacific aviation sector recovery post-pandemic, with two important TA studies completed in 2020 and 2021, looking at post-COVID-19 recovery strategies and a third TA implemented this year looking at future sustainability options. The Pacific Aviation Support Program had four components: (i) developing a business case for a potential Pacific Airlines Strategic Alliance and initiating discussions to secure PIC governments buy-in; (ii) conducting a viable network and fleet options study to guide the selection of common aircraft types and subsequent servicing and capacity training needs; (iii) exploring the need and options for establishing a wider aviation-focused regional hub/body in support of and beyond PASO's present mandate; and (iv) considering and trialing regional and harmonized approaches to aviation project implementation and maintenance. Studies emerging from this TA project will be the basis of the Third Regional Aviation Ministers Meeting (RAMM) deliverable on "The COVID Economic Impacts and Recovery Assessment for Aviation in the Pacific," aligned with the Port Moresby Declaration and the 2050 Blue Pacific Strategy, to be held in Nauru in March 2024. The TA project has already contributed to existing discussions on potential new partnerships as well as the sector's longer-term sustainability. Also in 2023, PRIF provided important contributions to the design of major partner aviation support programs, such as DFAT's Sustainable Pacific Aviation Program.

PIC governments mobilize and sustain capacity and investment toward priority sustainable infrastructure development and maintenance.

A partnership health diagnostic was introduced in 2022, as a recognition that (1) partnerships are essential for the success of PRIF's overall objective, and (2) monitoring the health and the efficiency of PRIF's partnerships' setup, operation, and processes is equally as important as monitoring its achievements. For the purposes of the diagnostic, "partnership" refers to a voluntary and collaborative commitment between PRIF and one or more parties, which is largely informal in nature, to work to achieve common objectives in supporting quality and coverage of infrastructure investments and service delivery in PRIF countries. Complementary to the working group survey, the diagnostic targets primarily PRIF member countries and relevant regional organizations and associations. Results for the 2023 diagnostic provide evidence that PRIF has made strong progress toward strengthened capacity for priority sustainable infrastructure development and maintenance.

Another useful indicator is the progress made by individual PIC governments toward implementing priority projects identified through NIIP pipelines. According to the independent NIIP review (2023), there is mixed evidence in terms of development partner financing of NIIP projects and other PRIF sector plans where these are available. The NIIP is regarded as a tool of relevance in funding decision-making processes in each country; however, it is not the sole tool partners have available. In Tonga during the NIIP review visit, DFAT confirmed all pipeline projects were included in the priority list. Projects for which governments request funding, and which are not included in the NIIP priority list, attract additional inquiry and due diligence from partners.

Additional evidence on partner funding of NIIP priority lists is collected each time PRIF is commissioned to update an existing NIIP, with reviews and tracking of projects previously identified on the priority list typically included in the project scope. Four NIIPs implemented or completed during 2023 were the first ever for the individual country and, as such, no review of previous implementation was possible (Fiji, Kiribati, Niue, and the RMI), with the FSM commencing in December 2023. Of the other four, Vanuatu is on hold and Samoa did not require a review of the previous National Infrastructure Strategic Plan 2011. A recent review of the Second Tonga NIIP, implemented under the Third Tonga NIIP update, showed that 60% of the projects identified in the Second Tonga NIIP of 2015 were either completed, underway, or committed by 2020.

Box 5: Partnership Health Diagnostic 2023

Twenty-one organizations were targeted, with 35 representatives reached. Of the surveys received (n=13), 38% came from Pacific Island countries (PICs) and 46% from regional organizations, representing eight countries (the Cook Islands, Fiji, the Republic of the Marshall Islands, Nauru, Niue, Samoa, Solomon Islands, and Tonga). Among the respondents, 54% have partnered at least three times with Pacific Region Infrastructure Facility (PRIF) over the Phase IV across a range of activities, most frequently working with PRIF to develop regional/national strategies/frameworks or policy statements (54%), contributing to a PRIF technical assistance (TA) project (46%), jointly implementing a TA project (39%) and jointly implementing an NIIP (39%), presenting or attending at PRIF Week (31%) or presenting or attending at PRIF working group meetings (31%).

PRIF was rated highly across all five key partnership principles, including leadership and representation; efficiency and effectiveness; approaches and processes; attitude and competencies; and results and productivity. The key reasons for partnering with PRIF were its expertise, capacity, and resourcing in infrastructure planning and management, its partnership and collaboration approach as well as its strong links to major development partners. Among the respondents, 75% thought PRIF has supported the development of tools, systems, and processes to plan, implement, and manage infrastructure development and maintenance (vs. 80% in 2022) and 83% agreed that participation in PRIF activities has increased the level of technical and operational knowledge and awareness for both the individual and the organization (vs. 100% in 2022).

Among the respondents, 60% believe PRIF technical products and reports are adopted by Pacific governments and regional organizations (vs. 80% in 2022), with one respondent highlighting that country-driven initiatives are more likely to succeed. 92% of respondents wish to partner with PRIF again for future initiatives (vs. 100% in 2022).

Source: PRIF CO.

As shown in the draft 2023 Nauru NIIP, a review of the 2019 NIIP showed 40% of the long-list projects were either completed or ongoing, 7% were cancelled, 26% were still in the pipeline, and another 27% were status unknown. Anecdotal evidence collected by PRIF during a Solomon Islands visit in October 2023 indicated that the government had advanced more than 90% of the projects identified as high priority in its 2019 plan. In February 2024, the government released an updated NIIP priority list on basis of the multi-criteria analysis (MCA) and approach developed by PRIF in 2019.

In terms of PRIF's contribution to country and regional dialogues on infrastructure policies and regulation, 75% of partnership diagnostic respondents believe that PRIF has contributed, with many examples provided, including:

- The development of the first-ever RMI NIIP and the formulation of the Solomon Islands NIIP and related infrastructure pipeline;
- Support for the drafting of the Nauru NBC that aligns with international standards and local needs, as well as the development of the Nauru Integrated Infrastructure Strategic Plan (NIISP);
- Support for drafting the Niue National Transport Strategy and Short Term Action Plan 2017–2026;
- Regional guidance on improving national building codes and standards in the Pacific- coordination and harmonization;

- The development of a gender equality, disability, and social inclusion (GEDSI) course for climate infrastructure resilience (in partnership with SPREP);
- Overall PRIF support to national infrastructure plans in the region has encouraged PCRIC to consider additional business support to cater for local needs;
- Support for the development of the Framework for Energy Security and Resilience in the Pacific (FESRIP) 2021–2030, endorsed by Pacific leaders in August 2021;
- The development of various guidelines and documents on maintenance and condition assessments.

PRIF fosters greater regional cooperation and integration on sustainable infrastructure development and maintenance.

During 2023, PRIF made steady progress toward its long-term outcome of fostering greater regional cooperation and integration. A highlight of PRIF’s efforts under this long-term result has been the provision of input into the 2050 strategy implementation plan, which recognizes PRIF’s role and includes a regional collective action of increasing support for PRIF to facilitate infrastructure financing coordination among stakeholders, including identifying opportunities for private sector participation.¹⁴ This is an important development for PRIF and demonstrates its recognition as a valuable coordination mechanism between partners and member countries. In 2024 and beyond, PRIF will aim to enhance engagement with PIF and CROP on the 2050 plan, including the operationalization and application of Pacific quality infrastructure principles.

There is strong evidence that PRIF Week continues to provide a meaningful platform of coordination and engagement between PRIF’s major stakeholders across the Pacific. Under the theme “Quality Infrastructure for a Blue Pacific Continent”, the event remains overall successful, with excellent participation rates and positive feedback, likely positioning it as a key Pacific infrastructure annual conference.

Similarly, the PRIF CoP has continued to create greater engagement with Pacific infrastructure practitioners and provided a forum to disseminate latest PRIF technical products, share best practices, and create a space for dialogue between infrastructure specialists and practitioners working across the region. Participants to PRIF webinars (382) were recorded in 2023 (47% increase vs. 2022), with the average webinar rating at 4.2/5 (slightly up vs. 2022). Also in 2022, PRIF continued to increase its presence at regional conferences and fora. PRIF participated and presented at 11 conferences and regional events (38% increase vs. 2022) and has expanded its engagement with newer organizations with an infrastructure mandate, including the Coalition for Disaster Resilient Infrastructure (CDRI), the Pacific Resilience Partnership (PRP) and the Global Green Growth Institute (GGGI), as per recommendations of last year’s independent MTR.

PRIF’s online ratings have continued to grow steadily, with major spikes in engagement in the lead up to major events and promotions, such as PRIF Week, CoP, and the release of new publications. The PRIF website analytics show a 16% increase in page views in 2023 compared to 2022, and a more than three-fold increase in followers on PRIF social media channels. Based on the partnership health diagnostic, 92% of partners acknowledge a “good” level of awareness of PRIF publications/reports (8% lower vs. 2022). 75% of PRIF partner organizations believe PRIF partners effectively to deliver sustainable solutions to new and existing infrastructure needs (vs. 100% in 2022) and, as noted above, 92% of respondents wish to partner with PRIF again for future initiatives (vs. 100% in 2021).¹⁵

¹⁴ Pacific Island Forum, *2050 Strategy Implementation Plan 2023-2030. Phase I – 2050 Strategy for the Blue Pacific Continent*, 2023, https://forumsec.org/sites/default/files/2024-09/2050%20Strategy_Executive%20Summary%20for%20the%20Implementation%20Plan.pdf.

¹⁵ Please refer to Annex 3 for a detailed summary of PRIF’s progress toward its short-, medium-, and long-term outcomes.



3 PHASE IV DELIVERY REPORT

3.1 2023 WORKPLAN

On 9 March 2023, the PMC approved the PRIF CO workplan for the year. In order to improve the quality and coverage of infrastructure in the Pacific, the 2023 workplan focused on the following areas:

A. High-level objectives

PRIF CO will continue to implement partner coordination and technical assistance operations with:

- i. a new overarching theme of climate and economic resilience that will support COVID-19 recovery and the Pacific's new 2050 Strategy for a Blue Pacific Continent;
- ii. new PRIF delivery approaches developed in response to the PRIF MTR recommendations; and
- iii. continued results orientation and focus on activity outcomes.

B. Enhance coordination activities

PRIF CO will continue partner coordination activities through PMC and PRIF working group meetings, encouraging synergies in partner programs, joint working group arrangements with face-to-face meetings where possible, and including speakers on topical issues. PRIF CO will also support partners in the design and smooth transition to PRIF Phase V.

C. Implementation and conclusion of TA activities

PRIF CO will implement approved TA activities supporting infrastructure planning and management and addressing specific issues, including:

- i. continuing the implementation of the comprehensive program in infrastructure investment planning and management and engaged all 13 eligible member countries, ensuring the theme of climate and economic resilience is reflected in NIIP activities;
- ii. continuing ongoing and new TA activities initiated by PRIF working groups and aimed to conclude all by the first quarter of 2024;
- iii. ensuring that key infrastructure crosscutting issues, such as climate change and resilience, GESI, private sector participation, and sustainable infrastructure management featured across PRIF's work;
- iv. initiating a pilot testing program for Fiji Roads Authority (FRA); and
- v. socializing the findings of PRIF TA work as widely as possible and provided capacity building.

D. Promotion of PRIF's work and better engagement with stakeholders

PRIF CO will continue to implement the PRIF communications and outreach strategy, enhanced to promote PRIF and partner infrastructure activities in the Pacific. The PRIF website and document repository will be enhanced and use of social media platforms and knowledge products will be maximized; as well as outreach activities to regional organizations and other stakeholders to cooperate with and complement their activities.

PRIF CO will provide support to the PIF Secretariat on the implementation of the 2050 strategy in relation to infrastructure and participated in and contributed to, regional meetings, conferences, and fora. PRIF CO will hold a minimum of six events under the PRIF CoP, a knowledge-sharing mechanism of PRIF CO activities with member countries. PRIF CO will hold a new PRIF Week conference between 16 and 20 October with the theme, “Quality Infrastructure for a Blue Pacific Continent”.

E. Ensured sound administration and management

PRIF CO will use staff capacity effectively and prepare individual staff workplans based on the PRIF CO 2023 workplan. PRIF CO will aim to fully utilize the undisbursed funds and conclude Phase IV activities efficiently and effectively by the first quarter of 2024 and ensure a smooth transition to PRIF Phase V in the beginning of 2024.

F. Initiated monitoring, evaluation and learning

PRIF CO will implement the MEL framework.

3.2 NEW PRIF DELIVERY APPROACHES

In response to the 2022 MTR recommendations, PRIF CO identified new delivery approaches to underpin key elements of its service delivery, which have guided the final year of PRIF Phase IV. The PMC approved the following new delivery approaches in March 2023 for immediate implementation.

3.2.1 Improved Coordination Function at the PMC and Working Group Levels

- PRIF CO will provide regular updates on PRIF development partner infrastructure pipelines to the PMC and the working groups, through prioritized projects in completed NIIPs; facilitate discussions between partners and with PICs on project lists; and facilitate discussions on any TA project findings that would require or impact partner activities;
- PRIF CO will increase engagement with partners’ regional and country offices through invitations to relevant counterparts to working group meetings/PRIF CoP webinars and PRIF Week; sharing and discussing PIC prioritized projects in NIIPs; and sharing relevant results of PRIF TA projects and knowledge products;
- PRIF CO will ensure working group meetings remain flexible and dynamic, focused on emerging or priority issues; used hybrid arrangement; piggybacked (as a side session) with regional meetings; include country counterparts in relevant agenda topics; and organize joint sessions on common themes, such as NIIPs, building codes, decarbonization, asset and management/maintenance;
- PRIF CO will proactively engage with new regional players and initiatives to address Pacific issues and activities, which are of added value to PRIF, including inviting new players/initiatives to present at CoP webinars and relevant working group meetings and participating in regional summits/ conferences and events;
- PRIF CO will maintain topical, high-interest agendas for the PMC and the working groups by routinely inviting guests from PICs, regional organizations, or the private sector to discuss priority and emerging issues, NIIP progress updates, and regional TA project results.

3.2.2 Cross-cutting Issues

A. Climate change and disaster risk management

PRIF CO will pursue a theme of climate and economic resilience in the PRIF 2023 workplan and PRIF Week 2023; hold an initial meeting of development partner representatives in the environment/ climate change and disaster risk management sphere to determine the need for a thematic working group; strengthen mainstreaming of climate change and disaster risk reduction across all working groups; consider climate and economic resilience in PRIF's national infrastructure planning support and collaborate with CROP agencies and other regional organizations supporting the development of national adaptation plans under the United Nations Framework Convention on Climate Change; and support PIF, CROP agencies and PRP in bringing infrastructure development into the Blue Pacific Strategy implementation plan to enhance climate and economic resilience.

B. GESI

PRIF CO will ensure GESI treatment goes beyond safeguards consideration and is mainstreamed across working groups and operations by establishing and/or maintaining key strategic partnerships with SPREP, PIF, SPC, and the Pacific Disability Forum on relevant regional strategic issues; collaborate with CROP agencies to deliver GESI training for infrastructure planning; and commission a TA project for a Pacific regional scoping of GESI baseline data (i.e., targets and indicators) that can be used for project design, monitoring, and reporting.

C. Private sector participation

To mainstream and integrate private sector participation across all PRIF activities, PRIF CO will continue to strengthen relationships with private sector partners, such as PPA, PWWA, PASO, Sustainable Energy Industry Association of the Pacific Islands, chambers of commerce and industry, APIBC, the South Pacific Engineers Association, and other professional associations and commercial stakeholders; participate and support PRIF partners' initiatives to organize investors' fora; identify programmatic priorities and TA infrastructure projects with private sector participation; engage in emerging private sector initiatives relevant to the Pacific, such as United Nations Office for Disaster Risk Reduction, Private Sector Alliance for Disaster Resilient Societies, Coalition for Climate Resilient Investments, and similar; collaborate with private sector partners in knowledge sharing during PRIF Week, CoP webinars, and PRIF working group meetings and in the planning and delivery of the NIIP program and capacity building programs; and support local content and small- and medium-enterprise contractors.

D. Sustainable infrastructure management

PRIF CO will support sustainability in infrastructure management by strengthening processes, capacity/skills, and technical advice. PRIF CO will ensure project quality and good implementation practices; support PIC plans and coordinate investments and financing for COVID-19 recovery and climate resilience; consider asset management and maintenance planning under the NIIP program and in capacity building programs (e.g., water sector utilities); establish a database of PIC priority projects based on the NIIPs; undertake a study on value for money (VfM) in procurement; and hold joint sessions with other working groups on topics that contribute to sustainable infrastructure.

3.2.3 Capacity development

PRIF CO will undertake a targeted approach to capacity development for the remainder of Phase IV. Capacity development projects will be implemented in order to: enhance the capacity of an organization and its staff (e.g., TA project on “Strengthening Capital Maintenance Practices in the Pacific Water Sector”); convey new tools and knowledge products (e.g. “Development of GESI Training Modules with Inclusive Infrastructure and Climate Resilience Lens”); strengthen relationships, and coordinate and support development partners’ efforts (e.g., “Provision of a Regional Energy Training Coordinator to PPA”).

3.2.4 Monitoring, evaluation, and learning

PRIF CO’s MEL Plan is focused on outcomes and evidence to inform progress, underpin decisions, and evaluate the performance of the PRIF. PRIF CO will report against the PRIF MEL Plan in annual reports, with routine information and progress provided under quarterly updates.

3.2.5 Communications and outreach

In 2023, PRIF CO will aim to increase its engagement, visibility, and influence at regional and national policy dialogues through:

- Active participation in relevant high-level country meetings and regional ministerial events such as Transport, Energy, Aviation, Forum Economic Ministers Meeting, and water, sanitation and hygiene (WASH);
- Engagements and collaboration with PIF and CROP agencies on PRIF activities;
- Undertaking coordination events with new infrastructure players, such as CDRI and PRP;
- Establishing key contacts in the Ministries of Finance, Planning, and Infrastructure in every PRIF member country;
- Holding PRIF Week 2023 and regular CoP events with strong country and Pacific stakeholder participation;
- Implementation of a dissemination strategy for each completed TA project and its report/outputs;
- Using the PRIF website for information and activity dissemination, including to members.

3.3 PRIF PARTNER COORDINATION

3.3.1 PRIF management committee

The PMC comprises senior officials of partner agencies and provides strategic oversight of PRIF activities. PMC meetings provide an avenue for high-level partner coordination and have a dedicated session for updates of each agency’s program activities in the Pacific. The PMC met four times in 2023 chaired by Tim Simpson, assistant director for environment and social safeguards, Australian Infrastructure Financing Facility for the Pacific (AIFFP), DFAT. The highlights of all PMC meetings are outlined below.

PMC 9 March 2023 (hybrid, 23 participants) – The PMC accepted the PRIF 2022 Annual Report, endorsed PRIF CO’s 2023 workplan and new delivery approaches, and approved two TA projects: “Value for Money Procurement for Pacific Infrastructure” and “Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector”.

The PMC welcomed the early discussion on the design of PRIF Phase V and, in particular, requested an enhanced focus on PIC climate resilience and access to climate financing. DFAT introduced its Pacific Climate Infrastructure Financing Partnership. Members reported on their agencies' pipelines and priority areas across the region, highlighting projects seeking co-financing.

PMC 6–8 June 2023 (in-person, 25 participants) – In Suva, Fiji, hosted by the EU delegation and EIB. Day 1 (6 June) activities included a pre-PMC meeting; a PRIF CoP event on the Fiji NIIP; a site visit to the ADB-FRA Project in Walu Bay; and a reception at the EU ambassador's residence. Day 2 (7 June) activities consisted of discussions on the 2050 strategy with the PIF secretariat; with civil society organizations and Pacific diplomatic missions in Suva. Day 3 (8 June) consisted of the PMC meeting and site visits to the Fiji Viria Water Treatment Plant of the Water Authority of Fiji (WAF) and the University of the South Pacific for the planned Sustainable Energy Training Centre. The PMC agreed on the concept note for PRIF Phase V and approved the final PRIF charter.

PMC 13 September 2023 (hybrid, 24 participants) – PRIF CO presented its progress report against the implementation of PRIF 2023 workplan and new delivery approaches; the Phase V transition considerations and timeline; and a budget update. The Global Infrastructure Hub presented its transition pathways for sustainable infrastructure and its application to Fiji on supporting decarbonization, climate adaptation and resilience. PRIF CO presented the findings and recommendations of the independent NIIP review report and informed the PMC of its intention to provide a management response to the report. Partners presented highlights of their agencies' infrastructure activities and projects. This was followed by a PMC closed session.

PMC 6 December 2023 (hybrid, 27 participants) – PRIF CO presented its achievements in 2023; highlights of PRIF Phase IV, an initial Phase V workplan, and the five TA proposals for PMC approval: (i) One Maritime Framework; (ii) Collaboration on Energy Transition Plans; (iii) Improving Building Codes in the Pacific; (iv) Digitization and Resilience – Scoping Regional Options; and (v) Solomon Islands NIIP (SIM). The PMC approved the five TA proposals. PRIF CO presented the results of the working group survey followed by the chairs of the seven working groups presenting their respective working group achievements and discussion highlights in 2023 as well as priorities for 2024. This was followed by development partners sharing their latest infrastructure activities or plans for 2024; and a proposal to review the coordination reporting for Phase V to ensure more collaboration between partners. EIB agreed to chair the PMC for 2024.

3.3.2 Sector and thematic working groups

Working groups are central to PRIF's mandate, as they provide the main platform for partner coordination and drive its TA activities. There are seven working groups: energy, transport, information and communications technology (ICT), water and sanitation, urban development, E&S, and SIM. They comprise project officers and specialists from PRIF partner agencies working in the Pacific. They identify and advocate for sector priority initiatives and TA projects to be incorporated in PRIF's workplan; enhance donor coordination through knowledge and project pipeline sharing; and provide sector expert guidance and advice to PRIF CO in the implementation of its activities.

There were 33 working group meetings in 2023, a combination of virtual and hybrid, with an average attendance of 25 people per meeting. Each working group meeting typically features a presentation from PRIF or partners, a discussion on PRIF TA activities, and a round of reporting on each agency's activities and project pipelines. Working groups welcomed the opportunity to meet their members in person and the hybrid format had good attendance.

Brief summaries of Working Group activities are presented below.



The Energy Working Group met eight times in 2023: 26 April, 7 July, 8 and 11 August, 6 and 26 September, and 9 and 21 November. One meeting was chaired by Mitsunori Motohashi of the World Bank; one by David Weinstein of MFAT; and the rest by Cindy Tiangco of ADB, with an average of 27 attendees per meeting.

The Energy Working Group meeting of 26 April was a side event to the ADB-supported Office of Pacific Energy Regulators Alliance (OPERA) Conference in Brisbane, Australia. The hybrid meeting had almost 40 participants consisting of OPERA members, working group members, and PRIF CO. The ADB TA project “Private Sector Development Initiative” gave a presentation on climate change and performance of state-owned electric utilities in the Pacific. The OPERA vice-chair and the electricity sector ACEO of the Samoa Office of the Regulator updated the group on its current activities and plans followed by an open discussion on energy regulatory landscape, cost-recovery and tariff setting, and donor investment trends and priorities. Members were invited to the 5th Pacific Regional Energy and Transport Ministers’ Meeting in Port Vila, Vanuatu between 8 and 12 May 2023.

At the 7 July 2023 meeting, PRIF CO presented the final results of the stock-take of fossil fuel subsidies in the Pacific; the initial screening of proposals to facilitate greater private investment in the Pacific energy sector; and the study on electric vehicle standards in the Pacific. Partners shared energy project pipelines especially those with opportunities for co-financing and collaboration. The group thanked Mitsunori Motohashi for leading the working group for 3 years and warmly welcomed the new chair, Cindy Tiangco.

At the Energy Working Group meeting of 8 August 2023, the PRIF CO energy training consultant presented the results of the TA project “Scoping Study of Pacific Utilities’ Training Needs and Proposed Training Plan”. JICA presented the results of its regional training program conducted from 2019 to June 2023 with 214 utility staff from 11 PICs and identified future regional trainings. Members tasked PRIF to identify and coordinate the training programs being funded/to be funded by development partners in the region to avoid duplication and promote complementarity.

At the 11 August 2023 working group meeting, DFAT AIFFP presented its A\$50 million grant program, Call for Off-Grid Renewable Energy Partnerships in the Pacific and Timor Leste, aimed at: (i) increasing access to reliable and affordable off-grid renewable energy in rural and remote communities; (ii) improving lives, livelihoods and climate resilience of remote communities, including women and people with disabilities; and (iii) market testing new technologies and approaches to foster investment in sustainable services to support renewable energy transition. The call has two funding windows: (i) piloting solutions from A\$50,000 to A\$250,000; and (ii) scaling solutions from A\$250,000 to A\$1.2 million. Members acknowledged that there was demand to look into off-grid and small island electrification and productive energy use.

A joint Energy-Transport Working Group meeting was held on 6 September 2023 with 24 participants chaired by David Weinstein (MFAT) and focused on fuel security and resilience in the Pacific. An MFAT consultant presented on petroleum supply chains, short- and long-term issues on general fuel supply, the status of aviation fuel supply, and the stock quantity, infrastructure improvements, and strategies being implemented by PICs to avoid operational disruptions and supply shortage.

The meeting of 26 September 2023 was at the side of the 30th Annual PPA Conference and Trade Exhibition in Saipan, Northern Marianas. Members shared their insights from the Utilities’ CEOs retreat with development partners that occurred on 25 September. PRIF CO presented on the working groups’ achievements in PRIF Phase IV and identified TA projects and discussion topics for Phase V for group comments and new direction/ideas. Members also shared pipeline projects and opportunities for collaboration and co-financing.

The 9 November meeting with 23 attendees was a special session on the Tonga Power Limited (TPL) Solar Rooftop Program. The program aims to increase TPL’s renewable energy generation beyond the 2025 target of 70% to 100% to reduce electricity bills for participating commercial and residential customers. TPL is seeking development partners’ grant financing and views on a coordinated approach to grid upgrade. PRIF also presented the results of its review of private sector investment proposals in the energy sector.

The last Energy Working Group meeting for 2023 was held on 21 November with 19 participants. The University of New South Wales (UNSW) presented its clean energy transition model for Pacific Island countries and territories as part of their work to support Vanuatu’s National Energy Roadmap, 2016–2030. Australia’s Department of Climate Change, Energy, the Environment, and Water and UNSW shared their draft green hydrogen strategy and potential work for the Pacific to be released in June 2024. The strategy is based on four different analytical reports, the first of which will be presented at the Conference of the Parties 28 in Dubai, United Arab Emirates.



TRANSPORT

The Transport Working Group met six times in 2023, including the joint meeting with the Energy Working Group, 23 March, 16 August, 6 and 14 September, and 14 November. Five of the meetings were chaired by David Weinstein of MFAT and one by Dung Anh Hoang of the World Bank, with an average of 24 attendees per meeting.

At the 23 March meeting, PRIF CO presented the final report of the TA project “Scoping Study for an Aviation Regional Hub/Body in the Pacific”, and the draft final report of “Airline Options for Pacific Aviation Sustainability”. Partners shared their transport project pipeline, which was supplemented by PRIF CO’s NIIP transport project pipeline. PRIF CO informed the group of the planned joint session with the Energy Working Group to discuss decarbonization in infrastructure.

Chaired by Dung Anh Hoang, the 22 June meeting had three presentations: (i) New Zealand’s Climate-related Transport Investments in the Pacific; (ii) World Bank’s TA project on Reducing Car Dependency for Greener and Healthier Pacific Island Cities; and (iii) a World Health Organization (WHO) Health Economic Assessment Tool for Walking and Cycling. PRIF CO briefed on the outcome of the Pacific Airports workshop and Pacific Airlines workshop held during the ASPA Conference 2023 in Nadi, Fiji on 29 May 2023; and the implementation status of its TA projects “Pavement Design For Low-Volume Roads – Pilot with the FRA”; “Responsible Sourcing of Aggregates in the Pacific”; and “Electric Vehicle Standards for the Pacific”. Partners shared their sector projects and planned activities across PRIF countries. The chair bid farewell to the group as he moves to a different region in the World Bank and the group thanked him for his valuable contributions.

The 16 August working group meeting invited the US Trade and Development Agency to present its \$5 million Pacific Island Strategic Infrastructure Initiative, whose priority sectors were: aviation, maritime and some elements of land,

including electrification of vehicles, clean energy and the environment, telecommunication, water, and agri-business; with four of the aviation proposals received likely to be funded.

At the 14 September meeting, PRIF CO provided updates on two TA projects: “Responsible Sourcing of Aggregates in the Pacific”; and “Affordable Coastal Protection – Phase 3”. It also updated on the outcome of the Aviation Industry and Pacific Regional Aviation action plan workshop in Vanuatu. Members shared their current and pipeline transport projects and activities and provided possible TA projects and discussion topics for PRIF Phase V.

At the 14 November meeting, PRIF CO aviation procurement consultant presented the draft Framework for a Harmonized Procurement in the Aviation Sector in the Pacific. As a long-term arrangement, the study supported the establishment of a regional hub to bring procurement together to achieve economies of scale and reduce cost; in the immediate term, partnership and collaboration arrangement are the suggested approach for the management of aviation procurement services. PRIF CO presented the concept note for the development of a One Pacific Maritime framework, for discussion and endorsement to the December PMC meeting. The maritime study would be implemented in close collaboration with SPC, EU, International Maritime Organization and SPREP. The working group was also given updates on the status of current TA projects “Responsible Sourcing of Aggregates” and “Affordable Coastal Protection”, both of which are on track to be completed by the end of 2023; and the first draft report of TA project “Pavement Design for Low-Volume Rural Roads”, which is expected by the end of January 2024. The chair presented the TA projects and discussion topics the working group covered in 2023, especially the continuing engagement with aviation stakeholders, such as PASO and the ASPA members; and identified the group’s priority projects for 2024. Working group members shared sector pipeline and key activity updates. The chair thanked the group for a very engaging 2023 and called for nomination of a deputy chair for 2024. The PRIF CO team leader thanked the chair for his leadership throughout 2023, and informed participants that PRIF Phase IV is concluding, and efforts are being made for a seamless transition to Phase V.



WATER AND SANITATION

The Water and Sanitation Working Group met four times in 2023: 16 February, 9 June, 30 August, and 29 November. The meetings were chaired and co-chaired by either Maria Tran of ADB, Shona Fitzgerald, and/or Christian Severin of the World Bank, with an average of 20 attendees per meeting.

The 16 February meeting was at the margin of the Water and WASH Futures Conference 2023 in Brisbane, Australia. Members shared sector pipeline updates and discussed sector priority discussion topics and projects for 2023, including revisiting the recommendations of the Regional Approach for Water Sector Training study in 2021. Key priorities for 2023 were agreed to be climate change, improving cross-sectoral collaboration, enhancing PRIF assistance to PNG, and scoping co-financing projects. Members suggested PRIF CO invite non-governmental organizations (NGOs), civil society organizations (CSOs) and other organizations implementing WatSan projects to future working group meetings.

The 9 June working group hybrid meeting was held in Suva, Fiji with 37 attendees, including guests from regional water associations and institutes, training institutions, and private organizations in the water sector. Using the 2021 “Scoping Study on a Regional Approach for Water Sector Training in the Pacific” as background, the group confirmed that issues of human capacity challenges, such as lack of skilled labor and inability to retain trained local people

still existed in the region. The group also shared training and capacity building activities in the sector and looked at coordinated approaches. Development partners offered to consider funding some of the identified activities.

The 30 August meeting was on the margins of the 7th Pacific Water and Wastewater Ministerial Forum and 14th Conference and Expo in Koror, Palau. Members shared their project pipelines and their insights on the PWWA Conference. PRIF CO provided an update on the TA project “Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector”; and the WASH training catalogue and urban WASH courses to kick-start the discussion on coordinated approach to training.

The 29 November virtual meeting was chaired by Maria Tran (ADB) with 14 attendees. PRIF CO updated the group on the implementation status of the TA project “Asset Management in the Water Sector”. SPC presented its regional framework for the Establishment of Micro-Qualifications under its Pacific Educational Quality and Assessment Programme. PRIF CO presented the concept note on Support for Asset Management for the Pacific Water Sector Program, for discussion prior to endorsement to the PMC. The chair requested for the concept note to be improved and re-circulated to the working group for review and comments. The chair encouraged members to send pipelines, activity updates, and identified areas of collaboration and co-financing to the working group coordinator. Having served for 2 years, the chair called for nominations for a new chair for 2024.



The working group met four times in 2023: 15 March, 14 June, 27 September, and 23 November, all chaired by Peter Nicholls of ADB, with an average of 18 attendees per meeting.

At the 15 March meeting, the commonwealth secretariat presented its connectivity agenda and initiatives in the Pacific region, and SPC its digital initiatives. PRIF CO presented the concept note of the TA project “Support Digitalization Initiatives in the Pacific”. Members provided updates on sector project pipelines, which was supplemented by the NIIP ICT project pipeline.

The 14 June meeting had a private ICT firm share its support to Turks and Caicos on the development of a telecommunications emergency preparation and response policy; the US provided updates on its Digital Connectivity and Cybersecurity Partnership in the Pacific, including the planned virtual Pacific Symposium on Cybersecurity under the partnership; PRIF CO presented its concept note on digitalization, aimed to identify common challenges and a regional solution(s) to strengthen digital readiness of PICs; and ADB shared key takeaways from the Pacific Islands Telecommunication Association (PITA) Conference, in Port Moresby, PNG between 30 May and 1 June 2023. Partners shared their project pipeline updates and PRIF CO informed of the upcoming Pacific ICT ministerial meeting in August in PNG.

At the 27 September meeting, the Internet Corporation for Assigned Names and Numbers, Asia Pacific Network Information Centre, au.Domain Administration Ltd, and the Global Initiative for Digital Empowerment presented the identified challenges, technical areas the community can support, and the outcomes of its South Pacific Internet Multistakeholder Forum held in Brisbane between 1 and 2 September 2023. PITA invited the group to its upcoming Strategy Forum 2023 and the PITA/International Telecommunications Union Emergency Telecommunications Readiness and ICT Infrastructure Resilience Forum between 17 and 20 October 2023 in Suva, Fiji. ADB updated the group on the outcome of the Pacific ICT Ministers meeting (28 August 2023) and 16th Asia Pacific Telecommunity Policy and Regulation Forum (30 August–1 September 2023) in Port Moresby, PNG.

At the 23 November meeting, the chair outlined the achievements of the group for 2023, which included discussions on ICT and disaster risk management, a sustainable model for domain registry initiatives, and the ICT priority pipelines from the NIIPs. The Internet Corporation for Assigned Names and Numbers provided updates on domain registry initiatives and informed the group of the proposed South Pacific Internet Multistakeholder Forum and Cybersecurity. This was followed by SOFTIRON presenting Resilient Sovereign Cloud and Infrastructure: Challenges and Opportunities for Digital Infrastructure in the Pacific. PRIF CO presented the concept note for “Regional Intervention to Strengthen Digital Readiness and Resilience of ICT Infrastructure”, which was endorsed for approval to the PMC. The chair proposed a flagship ICT event in 2024 for PICs through PRIF, e.g., DIGITALxPACIFIC, a 3-to-5-day event to build on the momentum generated in the PIF 2050 connectivity strategy and the 2023 ICT Forum Ministers’ Lagatoi Declaration.



URBAN DEVELOPMENT

The working group met three times in 2023: 30 March, 23 August, and 29 November, all chaired by Delphine Arri of the World Bank, with an average of 19 attendees per meeting.

At the 30 March meeting, PRIF CO recapped the study findings and recommendations, roadmap, and follow-on activities for the Regional Recycling Network study; presented the recommendations of the National Building Code Coordination and Harmonization report (Phase 1); and the inception report of Phase 2. Development partners shared their project pipeline, supplemented by the NIIP sector pipelines.

At a meeting on 23 August, PRIF CO provided updates on the preparation of the Kiribati and Nauru building codes; and the Pacific Islands Forum Secretariat presented on its initiative for developing regional energy efficiency in building standards. Members shared project pipelines and activities.

The 29 November meeting had 13 attendees. PRIF CO presented the concept note for “Improving National Building Codes and Standards in the Pacific”, which was reviewed, discussed, and endorsed by the group or approval to the PMC. PRIF CO also presented the working paper “Support for the Establishment of a Regional Recycling Network”, primarily a communication and engagement plan to support PIC decision-making process and facilitate countries’ buy-in to the Pacific regional recycling network, at a cost of \$55,000. The working group requested improvement of the purpose of the study and use of its findings and outcomes.



ENVIRONMENTAL AND SOCIAL

The Environment and Social Working Group met four times in 2023: 6 April, 26 June, 16–17 August, and 28 November, chaired by Kate Thelander of DFAT/Australian Infrastructure Financing Facility for the Pacific, with an average of 26 attendees per meeting. The group also met jointly with the SIM working group on 26 October to discuss climate change, gender, and social safeguards issues.

At the 6 April meeting, SPREP presented its PIC National Adaptation Plans (NAPs) and Access to Climate Finance Program, while SPC talked about its experience in supporting PICs’ access to climate finance. The World Bank and ADB also shared their experience on applying the shared approach to safeguards in the transport sector in Fiji. PRIF CO consultants on the shared approach also presented their final online training tool to promote it across PRIF’s

development partners, regional organizations, and PICs (e.g., national Environmental Impact Assessment regulators). The working group endorsed the TA project “Enhancing Regional Coordination for Capacity Development of Environmental and Social Management in the Pacific”, aimed at strengthening regional coordination among PRIF partners. The group was informed of current procurement under the “Affordable Coastal Protection Phase 3” and the GESI course developer for SPREP projects. Members shared their environment and social development projects and planned activities across PRIF countries.

At the 23 June meeting, there were three presentations: (i) a World Bank-proposed regional program for capacity development of environmental and social safeguards in the Pacific; (ii) ADB’s approach and workplan for addressing sexual exploitation, abuse, and harassment in the Pacific; and (iii) SPC’s Policy and Programme Support for Human Rights and Social Development. PRIF CO provided updates on three TA projects: “Affordable Coastal Protection Phase 3”; “Enhancing Regional Coordination for Capacity Development of Environmental and Social Management in the Pacific”; and the “GESI Training Course Development for SPREP”.

The third working group meeting of 16–17 August 2023 was part of the ADB Pacific Region Multilateral Financial Institutions Workshop on Social Risks and Safeguards in the Pacific: Developing Common Approaches and Sharing Lessons, in Sydney, Australia. There was a total of 39 attendees (21 in-person from ADB, DFAT, MFAT, and the WBG and 16 who joined remotely) on the first day and 28 attendees (19 in-person and nine remotely) on the second day. The meeting aimed to encourage PRIF development partners to share their safeguard implementation experiences and key learnings in social safeguards in the Pacific context. Discussions focused on challenges and solutions applied in the region in areas of involuntary resettlement and indigenous peoples’ safeguards, as well as other prominent issues, such as climate change, gender, labor rights, supply chain, and stakeholder engagement. PRIF presented the “Shared Approach to Environmental and Social Risk Management in the Pacific”, which has been tailored to the region as it recognizes the special situation and challenges in the Pacific, directs attention to strengthening country safeguard systems, supports capacity development for effective safeguards implementation, and promotes working relationships between Pacific Island governments and development and partners.

The joint E&S and SIM Working Group meeting of 26 October was chaired by Craig Halbmaier (US Department of State) with 25 participants. ADB presented on the gender and climate nexus, two of its seven operational priorities at an institutional level under its 2030 strategy, and opportunities for infrastructure. The Climate Change Action Strategy 2022–2025 guides Australia’s approach to addressing climate change and disaster risks and AIFFP is at the forefront of delivering Australia’s climate change adaptation and resilience efforts to the Pacific through the new Pacific Climate Infrastructure Financing Partnership. There is a requirement to consider GESI and climate resilience throughout AIFFP investments and align these to regional and national priorities. MFAT’s approach to equity and inclusion is guided by its human rights, gender equality, and child and youth well-being strategic action plans, with a 60% target for development investments to mainstream gender equality and women’s empowerment. WBG has similar climate change targets, funding allocation, and principles as the partners. Development partners wanted to see GESI mainstreamed and considered an important part of doing work in the Pacific.

At the 28 November meeting, PRIF CO provided implementation updates on TA project “GESI-Climate Change Infrastructure Training” being done with SPREP and the Regional Coordination for Capacity Development on E&S Management in the Pacific. PRIF CO also presented the concept note of the proposed TA project “Mainstreaming PSEAH” in the shared approach, which requires broader discussions before it can be endorsed for approval to the PMC. Partners shared their E&S updates and planned activities across PRIF countries.



SUSTAINABLE INFRASTRUCTURE MANAGEMENT

The working group met five times during the year: 17 February, 11 July, 12 September, 27 November, and the joint meeting with the E&S Working Group on 26 October, with an average of 29 attendees per meeting. The first meeting was chaired by Fei Deng of the World Bank and the other four by Craig Halbmaier of the US State Department, US embassy in Canberra.

At the 27 February meeting, the group endorsed two TA projects for approval to the PMC: “Value for Money in Procurement”; and “Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector”. PRIF CO informed the group of its capacity-building approaches to national infrastructure planning, e.g., building capacity of national consultants, enhancing country’s processes and systems, conducting key stakeholders’ needs assessment, preparing a roadmap for implementation, conducting training sessions, and organizing an NIIP symposium for planning officials to share issues, workshop solutions, and promote best practices.

The 11 July meeting was focused on climate-resilient infrastructure. PRIF CO presented highlights of PRIF Phase IV and how PRIF supported climate change and partner coordination; and the proposed Phase V agenda, including climate resilience in key infrastructure sectors. Partners requested that climate resilience be integrated into the current SIM Working Group mandate (as opposed to forming a separate working group), with joint discussions with other working groups as required. GGGI presented its assistance to the Regional Pacific Nationally Determined Contribution (NDC) Hub. The International Monetary Fund (IMF) presented the challenges, successes, recommendations, and lessons learned of its report on unlocking access to climate finance for PICs, published in 2021. PRIF CO discussed the linkages between NIIPs and NAPs, drawing on SPREP’s work in Tuvalu in April 2023; and gave the highlights of the Pacific Regional Energy and Transport Ministers’ Meeting held in Vanuatu on accelerating decarbonization in the Pacific. The group acknowledged the leadership of the former chair, Fei Deng (World Bank) and sought member interest for co-chairmanship.

At the 12 September meeting, PRIF CO provided updates on four TA projects: (i) “Comprehensive NIIP Program” and the outcome of the NIIP symposium held in August 2023; (ii) “Economic Guidance”; (iii) “Strengthening Asset Management in the Pacific Water Sector”, which is providing training and capacity-building support to five water utilities in four countries in the region; and (iv) “Value for Money Procurement in Infrastructure Projects”. The group was also informed of the Pacific Resilient Infrastructure Conference to be held in Brisbane on 25–27 September 2023, which would discuss quality, resilient, and sustainable infrastructure.

At the 27 November meeting, PRIF CO provided updates on the status of the TA projects “Asset Management in the Water Sector”, “Value for Money in Infrastructure Procurement”, and “Guide in Economic Analysis of Infrastructure Projects”. PRIF CO also presented the concept note of two possible projects in the sector for 2024: “Support for Climate Resilience Infrastructure” and “Asset Management Program for the Pacific Water Sector”, both of which received good comments for further improvement from the working group.

3.4 TECHNICAL ASSISTANCE AND KNOWLEDGE WORK

PRIF TA and knowledge work is driven by demands from partners, member countries, and regional organizations. TA requests from these stakeholder groups are prioritized, developed, endorsed by the relevant working group, and approved by the PMC. PRIF CO prepares concept notes, administers the funding, procurement, and implementation of the assistance in close consultation with the responsible sector or thematic working groups.

3.4.1 National Infrastructure Investment Plans

In June 2020, the PMC approved a \$2.9 million comprehensive program to improve national infrastructure planning and management in 13 PRIF member countries. The NIIPs for the Cook Islands, Palau, Solomon Islands, and Tonga were completed in 2021. The NIIPs for Fiji, Kiribati, Niue, Samoa, and Tonga (with the Hunga Tonga - Hunga Ha'apai volcanic eruption and tsunami update) were completed in 2022 to mid-2023. The preparation of the RMI NIIP commenced in the second half of 2023 for completion by January 2024; the Vanuatu NIIP encountered delays from December 2022 and was put on hold in mid-October 2023; while the support to strengthen the FSM's NIIP processes only commenced in December 2023, for completion by end-March 2024 (Table 1).

An NIIP core team was established in November 2022 to ensure quality and consistency in the NIIP approach, and support infrastructure planning capacity development in Samoa and Vanuatu. The NIIP core team was able to: (i) hold an NIIP symposium on 2 August 2023; (ii) draft a capacity development plan and initiatives for the improvement of the NIIP program; (iii) deliver three regional webinars under PRIF CoP; (iv) develop an NIIP for Samoa; and (v) a conduct an MTR of the Vanuatu 2015 NIIP implementation and processes.

Table 1: National Infrastructure Investment Plan Program Implementation in 2023

Country	Technical Assistance	Sector	PMC Approved Budget (\$)	Committed Amount (\$) (30 Nov 2023)	Period of Implementation
Tonga	Updating of Third Tonga NIIP with the Impacts of Hunga Tonga-Hunga Ha'apai Volcano Eruption and Tsunami	Multisector	32,500	31,313	Jul 2022 – Apr 2023
Niue	Preparation of the Niue Infrastructure Investment Plan	Multisector	110,000	131,130	Feb 2022 – Sep 2023
Kiribati	Preparation of the Kiribati Infrastructure Investment Plan	Multisector	184,870	112,325	Mar 2022 – Aug 2023
Fiji	Preparation of the Fiji Infrastructure Investment Plan	Multisector	250,000	188,518	May 2022 – Jun 2023
Samoa	Preparation of Samoa Energy Sector Plan and Samoa Public Sector Investment Programme	Multisector	310,000	136,189	Nov 2022 – Jan 2024
Vanuatu	Preparation of the Vanuatu Infrastructure Strategic Investment Plan	Multisector	222,900	35,024	Dec 2022 – Oct 2023
Nauru	Nauru National Infrastructure Planning and Asset Management Support	Multisector	169,259	175,012	Jul 2023 – Feb 2024
Republic of Marshall Islands	RMI NIIP	Multisector	152,810	119,621	Jul 2023 – Jan 2024
Federated States of Micronesia	Strengthening the FSM's National Infrastructure Investment Planning Processes	Multisector	85,000	81,007	Dec 2023 – Mar 2024

Table 1 (continued)

NIIP-RELATED TA projects					
Regional	NIIP Strategy Core Team	Multisector	371,200	227,456	Nov 2022 –Oct 2023
Regional	Economic Considerations in Infrastructure Planning	Multisector	174,000		Dec 2022 –Jun 2023
Regional	External Review of NIIP	Multisector	47,000		Feb–Jun 2023
Total			2,109,539	1,393,365	

FSM = Federated States of Micronesia, NIIP = national infrastructure investment plan, PMC = Pacific Region Infrastructure Facility Management Committee, RMI = Republic of the Marshall Islands, TA = technical assistance.

Source: PRIF CO.

Finalized NIIPs, country priority pipelines, and related TA projects were presented in detail at: (i) two SIM Working Group meetings (27 February and 12 September); (ii) two PMC meetings (6 June and 13 September); (iii) two PRIF CoP events; (iv) the Infrastructure Investment Planning Symposium in August; (v) APIBC Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Trade Expo 2023, 25–27 September; (vi) PRIF Week, 16–20 October; and (vii) PFTAC Regional Workshop on Strengthening Public Investment Management in the Pacific, 27 November–1 December.

3.4.2 General Technical Assistance

In 2023, PRIF CO had 19 general TA projects under implementation, mostly regional in scope (Table 2) at the cost of \$2.7 million. Annex 5 briefly describes each PRIF TA project and their implementation status.

Since the beginning of PRIF Phase IV in October 2019 until 31 December 2023, a total of \$7.6 million of TA projects has been approved by the PMC and almost \$5.6 million has been committed to short-term consultants. In terms of human resources, PRIF CO has engaged 112 international short-term consultants (including two firms) for a total of 238.0 person-months and 35 national consultants for a total of 71.7 person-months. TA consultants have been engaged through the following ADB service procurement contracts: (i) individual consultant services – 84 consultants; (ii) resource person – 23 consultants; (iii) framework agreement – 33 consultants; (iv) single source – two consultants; (v) firm recruitment– two consultants; and (vi) service provider– around 10 individuals and organizations. In terms of gender, PRIF CO engaged 28 female and 117 male consultants.

Table 2: Pacific Region Infrastructure Facility Coordinating Office Technical Assistance Activity, as of 31 December 2023

Country	Technical Assistance	Sector	PMC Approved Budget (\$)	Committed Amount (\$) (31 Dec. 2022)	Period of Implementation
Regional	Infrastructure Risk Management and Insurance in the Pacific	Multisector	200,000	215,382	Feb 2022 –Apr 2023
Regional	Promotion of the <i>Shared Approach for Management of Environmental and Social Risks and Impact</i>	Environment & Social	200,000	84,535	Jul 2022 –Apr 2023
Regional	Scoping Study for a Pacific Regional Recycling Hub	Urban Development	460,000	455,900	Nov 2021 –Feb 2023
Regional + FSM, Kiribati, and Nauru	Improving Building Codes and Standards in the Pacific – Phase 1	Urban Development	150,000	119,336	Nov 2021 –Jun 2023

Table 2 (continued)

Country	Technical Assistance	Sector	PMC Approved Budget (\$)	Committed Amount (\$) (31 Dec. 2022)	Period of Implementation
Regional + FSM, Kiribati, and Nauru	Improving Building Codes and Standards in the Pacific – Phase 2	Urban Development	250,000	248,530	Mar 2023 –Dec 2023
Regional	Post-COVID-19 Pacific Aviation Support Program a. Pacific Aviation Sustainability Study b. Options Study for a Regional Aviation Hub c. Pacific Aviation Regional Technical Support Services Pilot Study	Transport	350,000	258,654	Feb 2022 –Jan 2024
Regional	Stocktake of Fossil Fuel Subsidies in the Pacific	Energy	200,000	145,227	Feb 2022 –Jun 2023
Regional	Virtual Training on Gender Equality and Social Inclusion (GESI) for Infrastructure in the Pacific	Environment & Social	22,000	23,100	Dec 2022 –Dec 2023
Regional	Initial Screening of Proposals to Facilitate Greater Private Investment in the Pacific Energy Sector	Energy	70,000	32,977	Dec 2022 –July 2023
Regional	Electric Vehicle Standards Study in the Pacific	Transport	150,000	84,593	Nov 2022 –Aug 2023
Regional	Support for a Regional Energy Training Coordinator to PPA	Energy	90,000	15,172	Mar 2023 –Oct 2023
Regional (Cook Islands, Fiji, Samoa, Vanuatu)	Asset Maintenance in the Water Sector in the Pacific	Water & Sanitation	149,500	133,318	Jun 2023 –Dec 2023
Regional	Enhancing Regional Coordination for Capacity Development of Environment and Social Management in the Pacific	Environment & Social	75,000	30,501	Aug 2023 –Feb 2024
Regional	Responsible Sourcing of Aggregates in the Pacific	Transport	200,000	215,400	Jun 2023 –Jan 2024
Regional	Affordable Coastal Protection – Phase 3: Monitoring System	Environment	225,000	144,198	Jul 2023 –Jan 2024
Regional	Value for Money Procurement in Pacific Infrastructure	Multisector	120,000	87,036	Jul 2023 –Apr 2024
Fiji	Pavement Design for Low Volume Rural Roads: Pilot with FRA	Transport	350,000	364,370	Oct 2023 –Mar 2024
Regional	Initial Screening of Proposals to Facilitate Greater Private Investment in the Pacific Energy Sector	Energy	70,000	32,086	Dec 2022 –Feb 2023
Regional	Electric Vehicle Standards Study in the Pacific	Transport	150,000		Nov 2022 –Jun 2023
Regional	Support for a Regional Energy Training Coordinator to Pacific Power Association	Energy	90,000		Feb 2023 –Feb 2024
Regional	Responsible Sourcing of Aggregates in the Pacific	Transport	200,000		Feb–Oct 2023
Regional	Affordable Coastal Protection – Phase 3: Monitoring System	Environment	225,000		Feb 2023 –Feb 2024
Fiji	Pavement Design for Low Volume Rural Roads: Pilot with FRA	Transport	350,000		Feb 2023 –Oct 2024
Total (excludes TA projects completed in 2020 and 2021)			3,261,500	2,658,229	

FRA = Fiji Roads Authority, GESI = Gender Equality and Social Inclusion, PMC = Pacific Region Infrastructure Facility Management Committee, PRIF CO = Pacific Region Infrastructure Facility Management Coordination Office, PPA = Pacific Power Association, RMI = Republic of the Marshall Islands, TA = technical assistance.

Source: PRIF CO.

3.4.3 Pilot Testing

A consulting firm from New Zealand was engaged under the ADB Simplified Consultants' Qualifications Selection method to implement the TA project Pavement Design for Low-Volume Roads – Pilot Testing with the FRA. The firm commenced work on 10 October 2023, followed by a tripartite meeting with FRA, the consulting firm and PRIF CO on 25 October 2023. Due to unforeseen circumstances, a new team leader came on board in December 2023 and planned visits to various locations in Fiji in early January 2024. A feature of the pilot testing TA project is that it allows some procurement to support the pilot activity, and a list of test equipment and associated costs is being considered for purchase for FRA. The TA project is expected to be completed at the end of March 2024.

3.4.4 Capacity Building

PRIF's major capacity building intervention during Phase IV took place largely via its NIIP program, which supports PICs to develop tools, processes, and systems as well as institutional capacity toward developing and maintaining a national infrastructure plan and priority pipeline. A total of 23 individuals across six countries (Fiji, Kiribati, Nauru, the RMI, Samoa, and Tonga) have benefitted from formal one-on-one training throughout the NIIP development process in 2023. There was no formal assessment of capacity improvement overall; however, in the case of two NIIPs (Kiribati and Samoa), a basic survey was developed that captured participant feedback at a refresher training for Kiribati conducted in May 2023 and the second consultation workshop for the Samoa PSIP in April 2023, respectively. Feedback received so far has been positive and demonstrates willingness of participants to provide feedback through formal M&E processes.

Several capacity building workshops were held in 2023 to support NIIP implementation (outside the standard two NIIP development workshops), including the Kiribati refresher training (10 participants), a 2-day asset condition assessment delivered to 27 participants as part of the Nauru NIIP, and a 2-day seminar supporting the rollout of the TA project "Guidance on Economic Analysis in Planning, Appraisal, and Selection of Infrastructure Projects in the Pacific", delivered to 27 participants.

In line with the MTR recommendations of 2022, PRIF developed a draft NIIP capacity-building plan in October 2023, following consultation with Pacific government counterparts through a symposium held in August with 21 people in attendance, including government planning staff, and national and international consultants. Further engagement on the draft plan took place in November through a CoP event titled "Building Infrastructure Investment Planning Capacity". It is expected that the NIIP capacity building plan alongside other enhancements, such as a dedicated M&E approach with clear indicators and targets, will be implemented from 2024 onward.

Among general TA projects, "Asset Maintenance in the Water Sector" had a significant capacity-building component whereby 29 personnel from five Pacific utilities (To Tatou Vai, Cook Islands; UNELCO Engie, Vanuatu; Samoa Water Authority; Water Authority of Fiji and the Department of Water Resources, Vanuatu) participated in a formal training program led by Āpōpō, the lead association for infrastructure asset management professionals in New Zealand. Carried out between August and November 2023, the training comprised group training led by qualified Āpōpō trainers online, a mentoring component that ensured participants were able to apply the learnings to their own utility asset management maturity and tactical asset management improvement plans, and a "sharing lessons learned" component to ensure information and knowledge gained from the training program was available to other water utilities in the region. All 29 participants completed the six digital badge training courses and successfully graduated from the program. Feedback from the two surveys sent throughout the training indicate that respondents had their

expectations for the training program met or exceeded with over 85% responding that it exceeded their expectations. Additional feedback from the PWWA, with whom PRIF partnered for this project, as well as from the CEOs of the five utilities, indicated appreciation for the project objectives and approach.

For general TA projects, another 170 participants joined in a range of capacity-building workshops, including the Fiji Regional Workshop for the Affordable Coastal Protection (74 participants), two workshops in Samoa and Fiji supporting Enhancing Regional Coordination for Capacity Building in E&S Management in the Pacific (25 participants in Samoa and 30 in Kiribati, respectively), two Pacific Airlines and Pacific Airports workshops in Nadi (with nine and four participants respectively) and a webinar to socialize the findings of the Improving Building Codes TA project and to share lessons learned among Pacific peers (28 participants across eight Pacific countries). An additional eight PIC and SOE personnel benefitted from high-level advisory services/consulting support.

3.4.5 Cross-cutting Approaches

Cross-cutting themes under PRIF Phase IV include: (i) climate change and disaster risk, (ii) private sector participation, (iii) gender and inclusion, and (iv) sustainable infrastructure management. The new concept note template captures cross-cutting activities under each TA project, including intended outcomes. The following is a summary of highlights against each of PRIF's four cross-cutting themes with reference to the new delivery approaches developed in 2023 and introduced in Section 3.1.

Climate change and disaster risk

Climate change and disaster risk have become increasingly prominent themes across all PRIF's work, and, in line with priorities under the 2050 Strategy for the Blue Pacific Continent, have continued to feature extensively throughout 2023. Specifically in 2023, PRIF's workplan featured a new overarching theme of climate and economic resilience to support COVID-19 recovery and the Pacific's new 2050 strategy.

Particular highlights under this cross-cutting theme in 2023 include:

- A range of joint working group meetings focused on climate change, including an informal Transport and Energy Working Group meeting focusing on decarbonization, held on the margins of the Pacific Regional Energy and Transport Ministers' Meeting on 10 May, another joint Transport and Energy Working Group meeting in September discussing fuel security and resilience, an SIM Working Group meeting focused on climate-resilient infrastructure with invitations extended to all group members; and a joint SIM and E&S Working Group meeting in October looking at the nexus of GESI and climate change. A decision was taken at the 11 July meeting to integrate climate resilience into the current SIM working group (instead of setting up a new working group) and for the topic to be mainstreamed appropriately throughout all working group activities and meetings;
- PRIF's TA projects focusing on climate resilience in 2023 were:
 - > "Affordable Coastal Protection Phase III", which aimed to provide guidance on how to manage, monitor, inspect, and report on the performance and conditions of coastal protection structures and deliver training on the guidance material. The TA project was an extension of PRIF's previous "Guidance for Coastal Protection Works in Pacific Island Countries", and links also to PRIF's "Guidance for Managing Sea Level Rise Infrastructure Risk in Pacific Island Countries" by contextualizing the sea level rise risk on Pacific infrastructure, addressing future climate scenarios and associated sea level rise up to

the year 2150. A regional training was carried out on 20 November 2023 at the Holiday Inn in Suva, Fiji with 74 participants (including face-to-face and virtual). The training was provided to introduce and socialize participants to the guidance document, particularly around key topics, such as Pacific coastal geomorphology, designing coastal protection works in the Pacific, conditions and performance assessment of coastal structures, management of coastal protection structures and practical tools such as the inspection forms, etc.

- > Promotion of PRIF’s “Shared Approach for Management of Environmental and Social Risks and Impacts for Pacific Island Countries”, establishing for the first time common methods and procedures to manage environmental and social risks and impacts across an infrastructure project life cycle in cases of co-funding or co-investment by PRIF’s development partners. This TA project sought to develop (i) a framework for selecting common methods and procedures in the different stages of the shared approach project lifecycle; (ii) a glossary and table of equivalences for environmental and social (safeguards) management terminologies; and (iii) training and promotional materials on the benefits and value of the shared approach. The shared approach training tools were presented to the E&S Working Group on 6 April 2023 and have been uploaded to the PRIF website.
- > A partnership with SPREP on Virtual Training on Gender Equality and Social Inclusion for Infrastructure in the Pacific with a Climate Lens, which is further elaborated below under gender and inclusion.
- A range of other TA projects were continued in 2023 with significant climate change and disaster risk elements:
 - > Support to the FSM, Kiribati, and Nauru under the “Improving Building Codes and Standards in the Pacific” TA project. The development, improvement, and enforcement of building codes across the Pacific is supporting more cost-effective and resilient infrastructure. Support for better coordinated approaches to improving building codes in the region ensures countries are better able to adapt to the effects of climate change;
 - > “Improving Infrastructure Risk Management and Insurance in the Pacific” TA project, which worked together with contractors and the insurance industry regionally and globally to look at ways to improve the cost-effective management of infrastructure project lifecycle risks in the Pacific given the impacts of climate change; ADB is currently implementing one of the study’s main recommendations under a new TA project to develop a handbook that could facilitate insurance for Pacific infrastructure projects;
 - > “Pacific Clean Energy Financing Potential” TA project, which undertook demand analysis of the current Pacific energy landscape with specific attention to energy end use of residential consumers, potential for distributed energy resources and energy efficiency, and prospects for retail lending and energy efficiency through national development banks with targeted financial products for poor households and households headed by women;
 - > “Electric Vehicle Standards Study in the Pacific” TA project, which seeks to identify and summarize electric vehicle standards for use in the Pacific region, to provide regional guidance that can be readily adopted into national standards by PICs and develop an indicative roadmap to assist them in prioritizing standards development;

- > “Initial Screening of Proposals to Facilitate Greater Private Investment in the Pacific Energy Sector” TA project, a short-term study to determine the requirements for facilitating greater private sector investment in the Pacific energy sector and conduct initial screening of two proposals against these requirements.
- Climate change and disaster risk are explicitly considered in PRIF’s national planning support program, with climate change and disaster risk applied as a standard MCA criterion to all NIIPs;
- Extensive engagement with CROP and other regional partners on climate change and disaster risk issues, including a presentation by PRIF CO at the Sea’ties¹⁶ regional workshop on the topic “Adapting coastal cities and territories to sea level rise in the Pacific” with a subsequent inclusion of PRIF’s “Guidance for Managing Sea Level Rise Infrastructure Risk in Pacific Island Countries” under the upcoming Sea’ties regional report dedicated to coastal adaptation in the Pacific. The workshop was held in July in Nadi, Fiji and was organized by Sea’ties in partnership with SPREP Pacific Climate Change Centre. In April 2023, PRIF CO was invited by the Government of Tuvalu to attend the National Inception Workshop, National Adaptation Project (NAP) to ensure clear linkages between the Tuvalu NAP and the Tuvalu NIIP and to identify further areas of collaboration on climate change adaptation. Linkages between the NAP and NIIP can create synergies when identifying infrastructure projects that strengthen resilience and contribute to the achievement of the 2050 strategy;
- Significant engagement with PIF and CROP to bring infrastructure development into the Blue Pacific Strategy implementation plan to enhance climate and economic resilience, with written input provided by PRIF on the 2050 strategy implementation plan. PRIF also co-hosted with PIF a resilient and inclusive infrastructure dialogue session in Suva, Fiji on implementation of 2050 strategy, on the margins of the June PMC. The 2050 strategy implementation plan recognizes PRIF’s role in infrastructure financing coordination and is an important achievement for PRIF under Phase IV.

Private sector participation

Private sector participation became an area of focus for PRIF in 2022, primarily through the publication of the *Enhancing Procurement Practice and Local Content in Pacific Infrastructure* study, which aimed to improve procurement practice and local participation in infrastructure delivery in PICs and provide a forum where key stakeholders can identify opportunities for improvements. In 2023, PRIF sought to further mainstream private sector participation across all PRIF activities.

Particular highlights under this cross-cutting theme in 2023 include:

- Strengthened engagement with private sector partners including entities, such as PPA (under the “Support for a Regional Energy Training Coordinator to PPA” TA project and through facilitating the CEO Dialogue with Donor Partners as part of the annual PPA Conference), PWWA (under the “Asset Maintenance in the Water Sector in the Pacific” TA project, as well as through participation and PRIF CO presentations at the PPA Conference), ASPA (through the Airport and Airline Workshops facilitated by PRIF in 2023 and ongoing TA support), OPERA, international insurance providers, such as RE Swiss, Willis Tower Watson as well as regional providers in Tonga and PNG, continued engagement with the Sustainable Energy Industry Association of

¹⁶ Sea’ties is an international initiative led by the Ocean & Climate Platform, whose purpose is to facilitate the development of public policies and the implementation of adaptation solutions in coastal cities exposed to sea level rise. The Sea’ties initiative is aimed at elected officials, managers and all actors involved in the transition of coastal cities. It has an international dimension and mobilizes cities with a diversity of climatic, geographic, social, economic and political contexts. For further information, please refer to <https://sdgs.un.org/partnerships/seaties-adapting-coastal-cities-tackle-sea-level-rise>.

- Pacific Islands as part of the discussion on power utilities training and with PCRIC as part of ongoing efforts to mitigate ongoing risks and limitations with Pacific infrastructure insurance;
- A range of TA projects started or were continued in 2023 with significant private sector participation elements:
 - > The “Value for Money Procurement in Pacific Infrastructure” TA project, which seeks to define, identify and support the applications of value for money criteria in the procurement of Pacific infrastructure;
 - > The “Scoping Study for a Regional Recycling Network” TA project, which identified options for a Pacific regional recycling network and conducted a pre-feasibility assessment of the most favorable option. The project also prepared a roadmap for the establishment of the Pacific regional recycling network, governance arrangements, and costings, with further work in 2024 to socialize the findings and results of the pre-feasibility study and investigate potential uptake in the Pacific;
 - > The “Improving Infrastructure Risk Management and Insurance in the Pacific” TA project (further described above);
 - > The “Initial Screening of Proposals to Facilitate Greater Private Investment in the Pacific Energy Sector” TA project, further described above under climate change and disaster risk;
 - > The “Improving Building Codes and Standards in the Pacific” TA project, started in 2022, whose setting or improving of foundational standards across the Pacific encourages private sector strengthening and greater investment. Across this TA project, PRIF consultants conducted peer reviews of eight related initiatives by development partners or others working in the NBC space, most notably the ADB-funded support to improve the Fiji NBC. The TA also successfully utilized the newly created Technical Working Group on Resilient Infrastructure and Resilient Housing established under the Pacific Resilience Partnership (PRP) to identify consultants, seek inputs, and share reports.
- In 2023, Pacific Region Infrastructure Facility attended two major private sector conferences or events, specifically the Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Exhibition, organized by the APIBC in September in Brisbane, and the Solomon Islands Business Forum in April 2023;
- Private sector engagement and participation is considered Pacific Region Infrastructure Facility’s national infrastructure planning support, with sources of funding considered in every NIIP.

Gender and inclusion

Gender and inclusion have, to date, been led by the E&S Working Group, with a major knowledge product titled *Inclusive Infrastructure in the Pacific: Study on Gender Equality and Social Inclusion*, published in 2022. In 2023, PRIF CO undertook additional efforts to mainstream gender and inclusion throughout other working groups, with significant enhancements under this thematic expected during Phase V with the PRIF’s approach to gender inclusion re-classified from “Some gender elements” to “Effective gender mainstreaming” under the ADB TA report.

Particular highlights under this cross-cutting theme in 2023 include:

- The partnership with SPREP on the development of the “Virtual Training on Gender Equality and Social Inclusion for Infrastructure in the Pacific with a Climate Lens”, which aimed to adapt and enhance the *Inclusive Infrastructure in the Pacific: Study on Gender Equality and Social Inclusion* report for Pacific practitioners and professionals working in the nexus of climate change and infrastructure. The training was transferred to SPREP’s Moodle platform, and a 3-day pilot training was held between 12 and 14 December

to introduce the course and its delivery tools and format to SPREP, the Pacific Climate Change Centre (PCCC), academia and private organizations in the region. The training will be taken over and delivered by SPREP from 2024 onward;

- Other existing partnerships have been strengthened, including with the Pacific Disability Forum, SPC and PIF who were invited to join select working groups and a special session co-hosted with PIF Secretariat in Suva, Fiji in June 2023 titled “Resilient and Inclusive Infrastructure Dialogue on implementation of 2050”;
- A joint SIM and E&S Working Group session was held in October 2023 on the nexus of gender, climate change and infrastructure highlighting the role of infrastructure projects as entry points in addressing the gender-climate nexus and showcasing important partner initiatives in this thematic area;
- At the request of the RMI government, the latest RMI NIIP incorporates a specific GEDSI lens and analysis that classifies projects by GEDSI contribution and identifies projects that contribute to greater GEDSI outcomes.

Sustainable infrastructure management

Activities under the sustainable infrastructure management theme have been led by the SIM Working Group with the aim of achieving infrastructure sustainability by tackling those areas in which public finance, disaster risk management, and infrastructure management meet.

Particular highlights under this cross-cutting theme in 2023 include:

- The promotion of quality infrastructure through PRIF’s major annual conference PRIF Week 2023 entitled “Quality Infrastructure for a Blue Pacific Continent”. The adoption by Pacific leaders of a set of infrastructure principles to guide future financing and development in November 2023 opens an important opportunity for PRIF to continue to play a significant role in the realization of the 2050 strategy, including through the implementation of the newly endorsed Pacific regional quality infrastructure principles;
- The continuation of the national infrastructure planning support to PICs to help plan and coordinate investments and financing for COVID-19 recovery and climate resilience; nine NIIPs were underway or completed in 2023 with 13 out of 13 countries supported with the national planning processes under PRIF Phase IV. All NIIPs consider full lifecycle costs and incorporate maintenance costs of the high priority infrastructure. In the case of the Nauru NIIP, PRIF supported the development of an asset maintenance register alongside the NIIP, with a 2-day capacity building workshop held in Yaren with 27 PIC officials, accompanied by on-the-job training;
- Enhancements to the PIC infrastructure investment projects database, with dashboard presentations at the sub-sector level provided at working group meetings routinely;
- The collaboration with PWWA for the “Asset Maintenance in the Water Sector” TA project, leading to the development of five utility asset management maturity and tactical asset management improvement plans and 29 utility graduates from the program who successfully completed all program requirements;
- Joint SIM and E&S Working Group meetings in July and November, looking at the nexus between SIM and climate change and SIM and gender and climate change, respectively;
- A new “Value for Money” TA project undertaken in 2023, which follows on work from the previous study “Enhancing Procurement Practice and Local Content in Pacific Infrastructure” and seeks to define, identify, and support the applications of value for money criteria in the procurement of Pacific infrastructure;

- The collaboration between PRIF and the World Bank on the Fiji Public Expenditure Review, also supported by an ongoing ADB TA project titled “Fiji: Supporting Public Financial Management Reform”;
- Support provided to the International Monetary Fund (IMF) and PFTAC on the pilot testing of the Public Expenditure and Financial Accountability Climate Module to assess whether Samoa’s public financial management system is responsive to climate change and able to support its mitigation and adaptation activities;
- Participation by PRIF at the PFTAC Workshop on Strengthening Public Investment Management in the Pacific in Apia, Samoa and a session delivered by PRIF on the linkages between NIIPs and public investment management assessments, economic assessments, and climate change integration.

3.5 COMMUNICATIONS AND OUTREACH

3.5.1 PRIF Community of Practice

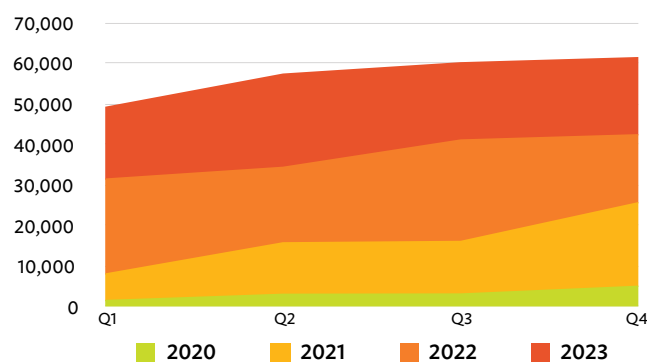
PRIF CoP aims to provide a forum to: (i) share PRIF infrastructure related information and knowledge of common interest among Pacific infrastructure practitioners in government, development partner agencies, academia and the private sector for better infrastructure outcomes in the Pacific; (ii) harmonize and coordinate the dissemination of PRIF information and knowledge products; and (iii) promote multi-stakeholder collaboration in the sharing and application of PRIF knowledge to infrastructure delivery across the Pacific. There were seven CoP events in 2023, as follows:

- Role of PWWA Utilities in Achieving [United Nations Sustainable Development Goal 6] in the Pacific, March 2023;
- Sustainable Energy Management in the Pacific, May 2023;
- Fiji National Infrastructure Investment Plan, June 2023;
- Improving National Building Codes across the Pacific, July 2023;
- Infrastructure Risk Management and Insurance in the Pacific, September 2023;
- Building Infrastructure Investment Planning Capacity, November 2023; and
- Ensuring Electric Vehicle Safety and Better End-of-Life Outcomes: Standards, Guidelines, and Promoting Awareness, December 2023.

3.5.2 Website

In 2023, PRIF commissioned an internal website refresh project aimed at aligning it with the latest PRIF branding style guide. The website refresh project was completed in December 2023 and the new site was launched on 11 December. Throughout 2023, 33 working group meeting documents were added to the PRIF restricted site and information management system. By the end of 2023, there were over 200 PRIF partner staff registered for the restricted site; use of the partner portal, however, remains low to moderate among development partners and should be investigated further during Phase V.

Figure 3: PRIF Website Page Views, Quarterly (2020–2023)



Source: PRIF CO.

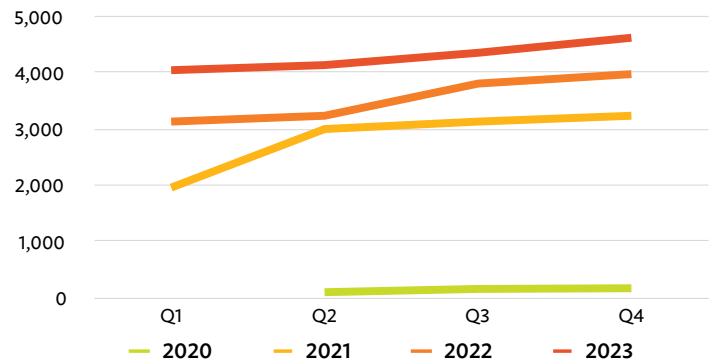
PRIF website analytics show a 16% increase in page views in 2023 compared to 2022. The increase is due to the focus on promotion of PRIF major events and knowledge products during the year and the use of the PRIF portal by the working group members.

3.5.3 Social Media

Throughout 2023, PRIF continued to increase audience engagement with consistent communication and a planned and focused approach for regular publishing on all PRIF social media channels (primarily Facebook and LinkedIn), including cross-promotion of events and knowledge products through regional organizations and PRIF partners. The key metrics of PRIF’s major social media channels demonstrate significant growth in followers, engagement, likes, clicks, and reach. The growth in activity is linked to several high-profile PRIF activities and engagements, including the seven PRIF CoP, PRIF Week 2023, PRIF’s participation in the Resilient Infrastructure in the Blue Pacific Conference, and the launching of new knowledge products, such as the *Diagnostics of Pacific Water and Wastewater Association Water Utilities Report*, *Improving National Building Codes in the Pacific: Coordination and Harmonization Report*, and the *Fiji National Infrastructure Investment Plan 2023-2034*.

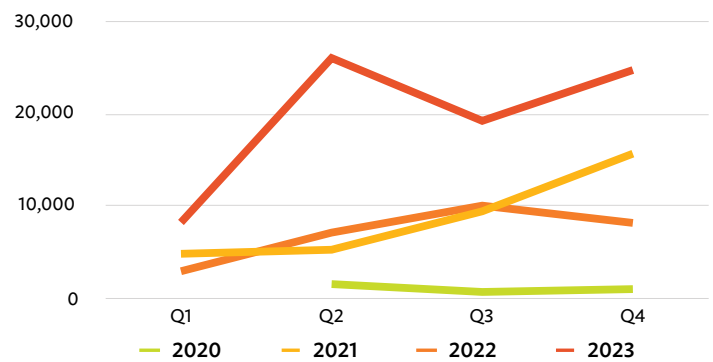
At the end of 2023, the PRIF Facebook page recorded 4,627 followers (see Figure 4), an increase of 16% from 2022, and almost 30-fold increase from 2020. The total number of engagements, where followers or visitors have reacted or engaged with a PRIF post, reached 78,249, an almost 180% increase from 2022 (see Figure 5). On LinkedIn, PRIF recorded an increase of 70% in the number of followers from 2022, and over 240% increase in engagement (clicks), totaling 11,616 (vs. 3,402 in 2022) (see Figure 6). The substantial increase in the LinkedIn metrics is attributed to the heightened engagement during the Pacific Infrastructure conference followed by PRIF Week 2023, the participation of PRIF at several prominent regional events, including the Pacific Energy and Transport Minister’s meeting, Pacific Power Association Annual General Meeting, the Pacific Water Ministerial meeting and ongoing engagements in the aviation space.

Figure 4: Facebook Followers (2020–2023)



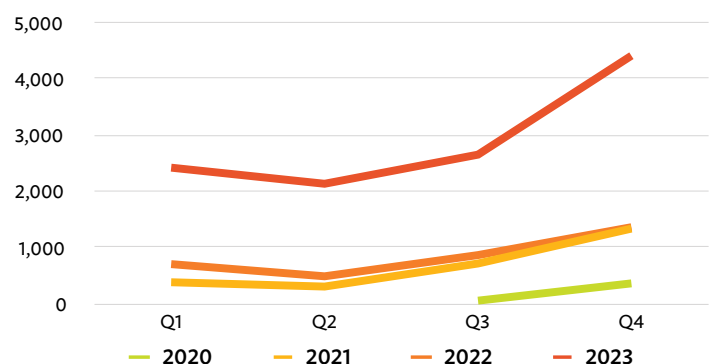
Source: PRIF CO.

Figure 5: Facebook Engagement (2020–2023)



Source: PRIF CO.

Figure 6: LinkedIn Engagement (2020–2023)



Source: PRIF CO.

3.5.4 Regional Engagement and Outreach

PRIF CO's collaboration, engagement, and working relationships with Pacific member governments and regional organizations continued to strengthen in 2023, in line with PRIF's communication and outreach strategy as follows:

Enhancing country engagement

At the invitation of the Australia-Pacific Islands Business Council, PRIF attended the Australia Solomon Islands Business Forum held on 18–19 April 2023. Solomon Islands government officials and private sector representatives from Australia and Solomon Islands attended the Forum.

Between 27 November–1 December 2023, PRIF was invited to present at the PFTAC workshop on Strengthening Public Investment Management in the Pacific in Apia, Samoa. The session led by PRIF focused on national infrastructure investment planning and management, the linkages with public investment management assessments, economic assessments, and climate change integration. The event also provided an opportunity to share the draft on TA project “Guidance on Economic Analysis in Planning, Appraisal and Selection of Infrastructure Projects in the Pacific”.

In October 2023, PRIF visited Solomon Islands for discussions with the government and development partners about PRIF's mandate and opportunities for PRIF to provide further infrastructure planning and climate resilient infrastructure support. The Government of Solomon Islands was supportive of an NIIP review and update following on from the MTR of the national development strategy. Preparations are currently underway to update the Solomon Islands NIIP in the first year of PRIF Phase V.

The first in-person CoP on the Fiji NIIP was hosted in Suva, Fiji, in June 2023 at the European Union office. Speakers attended in person, including the Head of the Planning Office, Ministry of Finance, the Manager, Business Advisory, Ministry of Trade, and the Executive Director of the Fiji Council of Social Services. The June CoP event was by far the most successful of all CoP events in terms of both attendance and engagement.

During 2023 PRIF also commissioned an independent review of its national infrastructure investment planning program, with field work and engagement in five countries, namely, the Cook Islands, Fiji, Kiribati, Solomon Islands, and Tonga.

Strengthening regional coordination and engagement

PRIF, in partnership with the PIF Secretariat, convened a 1-day Resilient Infrastructure and the 2050 Strategy for the Blue Pacific Continent dialogue on 5 June 2023 in Suva, Fiji. The dialogue aimed to generate discussion with CROP agencies and regional associations on the role of infrastructure in fulfilling the ambitions of the 2050 strategy and identify potential areas where PRIF can support CROP with implementation. Over 50 representatives from CROP agencies, regional associations, civil society organizations, and Pacific country representatives based in Suva attended the dialogue and discussed resilient and inclusive infrastructure development challenges and opportunities. The outcome of the discussion informed the drafting of the PRIF Phase V concept note.

The participation of PRIF at ADB-supported Workshops on Building Resilience in Pacific Islands Developing States on 1 February and 28 April 2023, respectively, which focused on the gender-climate nexus, presented an opportunity to enhance PRIF's network with representatives from regional organizations and to discuss ways to share and

cross-promote PRIF knowledge products and services. The events were attended by CROP agencies, civil society organizations, Pacific missions in Suva, PRP taskforce participants, Fiji Ministry of Finance staff, and representatives from PICs' environment departments, and the private sector.

Strengthening regional aviation

PRIF continued its active engagement with PASO and its members at the PASO Aviation Commercial Industry Workshop and inputted into the drafting the Pacific Regional Aviation Action Plan from 30 August to 2 September 2023 in Port Vila, Vanuatu. The opportunity allowed PRIF to coordinate with key regional aviation players, including PASO, PIF Secretariat, ASPA, the International Air Transport Association, the Pacific Tourism Organization, and PIC aviation officials, on regional priorities that can inform PRIF Phase V TA support to the aviation sector. During the workshop, a decision was made to include PRIF inputs to the 2050 Strategy Implementation Plan 2023–2030 under the thematic area of “Technology and Connectivity” as a regional collective action, specifically “increase support for the PRIF to facilitate infrastructure financing coordination among donors, key stakeholder and Pacific Island countries, and identify opportunities for private sector participation.”¹⁷ The draft Pacific Regional Aviation Action Plan for 2024–2026 identified areas for PRIF’s continuing support to ensure effective coordination among development partners.

In May 2023, in partnership with ASPA, PRIF jointly organized and delivered the two Pacific Airlines and Pacific Airports workshops in Nadi to socialize and solicit feedback with airlines and airport management respectively on the findings and recommendations of PRIF draft reports on the TA projects “Scoping Study for a Pacific Aviation Regional Hub” and the “Airline Options for Pacific Aviation Sustainability”. There were nine representatives attending the Airlines workshop from Vanuatu Airlines, Nauru Airlines, Solomon Airlines, Air Rarotonga, Fiji Airways and Samoa Airways and four representatives for the Airport workshop. CEOs and key representatives from airport authorities attending the workshop expressed an interest in forming an association and affiliating with ASPA. ASPA also indicated its willingness to foster the development of a regional airport association and to facilitate relationships with the Australian Airports Association and the New Zealand Airports Association.

5th Pacific Regional Energy and Transport Ministers’ Meeting

PRIF was represented at the 5th Pacific Regional Energy and Transport Ministers’ Meeting between 5 and 12 May 2023 and at the Energy Officials meeting hosted by Vanuatu, with the theme “Accelerating Decarbonization in the Blue Pacific”. SPC invited PRIF to attend and present at the Senior Energy Officials Meeting and side event on Mobility and Sustainable Transport in the Pacific, organized by GGGI, on two PRIF TA projects on “Stock-take of Fossil Fuel Subsidies in the Pacific” and “[Electric Vehicle] Standards for the Pacific”.

The regional event reviewed the progress towards sustainable, modern, and efficient energy services, safe and clean maritime transportation, and mobility in the Pacific, and discussed the energy and marine transport sector’s role in supporting a collective action towards a carbon-neutral Pacific by 2050, a commitment by Pacific leaders for the 2050 strategy. The event also provided an opportunity to convene a joint Energy and Transport Working Group meeting on the margins of the 5th Pacific Regional Energy and Transport Ministers’ Meeting for PRIF partners who were attending in-person to discuss complementary initiatives on e-mobility that had energy and transport components.

¹⁷ Pacific Island Forum, *2050 Strategy Implementation Plan 2023–2030. Phase I – 2050 Strategy for the Blue Pacific Continent*, 2023, pp. 31, https://forumsec.org/sites/default/files/2024-09/2050%20Strategy_Executive%20Summary%20for%20the%20Implementation%20Plan.pdf.

31st SPREP Annual Meeting and Pacific Environment Minister’s High-Level Talanoa

PRIF participated in the 31st SPREP Annual Meeting and Pacific Environment Minister’s High-Level Talanoa, including the SPREP Partners Dialogue and the 12th Conference of Parties to the Waigani Convention meeting held between 1 and 8 September 2023 in Apia, Samoa. The aim was to socialize findings and recommendations of the Regional Recycling Network Scoping Study and seek country support for its implementation. An informal indication of support was received from Kiribati, Niue, and Fiji. During the visit, PRIF was also able to officiate an award ceremony for the Samoa Water Authority participants in the PRIF-supported Asset Management Training.

Enhancing coordination in the energy sector

PRIF supported the 30th PPA Annual Conference and Trade Exhibition between 25 and 28 September in Saipan, Northern Marianas. Once again, PRIF also organized and facilitated the CEOs Retreat with Donor Partners on the 25th of September 2023. 36 participants attended, CEOs and senior representatives from 17 utilities, representatives from PRIF partners, regional organizations and associations, SPC, the Sustainable Energy Industry Association of the Pacific Islands, and academic institutions, including the University of Hawaii.

PRIF organized a hybrid Energy Sector Working Group meeting as a side event at the ADB-supported OPERA Conference on 26 April, in Brisbane, Australia. Almost 40 participants consisting of OPERA members and PRIF partners attended to discuss current activities and future plans on the energy regulatory landscape, cost-recovery and tariff setting, and donor investment trends and priorities.

Regional conferences

APIBC organized the Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Exhibition between 25 and 27 September 2023 in Brisbane, which garnered support from the Australian Office of the Pacific, numerous government agencies and corporate sponsors. This was the largest Pacific infrastructure conference of 2023, bringing over 500 participants from Pacific governments from 16 PIF countries, PRIF partners, other bilateral partners and multilateral development agencies, and private sector representatives from PRIF partners and other donor countries.

The conference allowed each country to discuss infrastructure pipeline projects with donors and the private sector and assist PICs’ decision-makers in achieving long-term value for money in awarding contracts for developing sustainable, resilient infrastructure. PRIF presented at the session “Multilateral Development Agencies Infrastructure Opportunities in the Blue Pacific” and introduced PRIF’s national infrastructure planning and other technical support for sustainable, resilient infrastructure in the Pacific. The panel consisted of ADB, World Bank, EIB, United Nations Development Programme, and PRIF. PRIF also hosted an exhibitor’s booth, which was visited by many conference participants, allowing the PRIF CO team to meet our stakeholders and promote PRIF Week 2023 and PRIF publications.

The full list of conferences/events attended in 2023 is as follows:

1. Water and WASH Futures Conference, 15–17 February, Brisbane, Australia;
2. Australia-Solomon Islands Business Forum, 18–19 April, Brisbane, Australia;
3. OPERA Conference, 26 April, Brisbane, Australia;
4. ASPA Conference 2023, 28 May–3 June, Nadi, Fiji;
5. Pacific Islands Forum/PRIF dialogue on implementation of 2050 Strategy, 5 June, Suva;
6. 5th Pacific Regional Energy and Transport Ministers' Meeting 2023, 5–12 May, Port Vila, Vanuatu;
7. 7th Pacific Water and Wastewater Ministerial Forum & 14th Conference and Expo 2023, 28 August–1 September, Koror, Republic of Palau;
8. PASO Aviation Commercial Industry Workshop and drafting of Pacific Regional Aviation Action Plan, 30 August–2 September, Port Vila, Vanuatu;
9. 31st Secretariat of SPREP Meeting 2023, 1–8 September, Apia, Samoa;
10. APIBC's Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Exhibition, 25–27 September, Brisbane, Australia;
11. 30th PPA Annual Conference and Trade Exhibition, 25–28 September, Saipan, Northern Marianas; and
12. PFTAC Regional Workshop on Strengthening Public Investment Management in the Pacific, 27 November–1 December in Apia, Samoa.

3.5.5 PRIF Week

In its third year since inception, PRIF Week has become a significant and well-known Pacific infrastructure regional conference bringing together major stakeholders in the sector to discuss emerging challenges and opportunities and facilitate the sharing of case studies and lessons learned.

PRIF Week 2023, under the theme “Quality Infrastructure for a Blue Pacific Continent”, aimed to draw attention to the importance of quality infrastructure for the Pacific region and to enhance awareness of quality infrastructure principles as applied to Pacific infrastructure investment and delivery. Held between 16–20 October, PRIF Week 2023 brought together 424 participants, inclusive of 309 unique virtual attendees and 115 in-person attendees in the PRIF Week physical hubs in Fiji, Samoa, and Tonga.

From the start of the PRIF Week 2023 announcement to the end of the event, the Facebook engagement metric increased by almost 180% compared to PRIF Week 2022 (4,820); this included viewers commenting, sharing, and liking a PRIF post, and clicking on links, including photos. The PRIF Facebook page recorded over 100 new followers and the PRIF LinkedIn channel over 300 new followers during the period. The LinkedIn engagement metric recorded over 4,300 clicks and almost 1,000 reactions, which included comments, sharing or reposting by a follower or viewer. During the period, over 100 followers or viewers reposted a PRIF Week post on LinkedIn, which was the highest recorded LinkedIn metrics for Phase IV. The highest Facebook engagement for PRIF Week 2023 posts was for “Meet our Speakers” for day one (2,890) and recorded the highest reach (100,500).

3.5.6 Publications

Publications are important PRIF products that present PRIF technical assistance findings and contribute to the body of knowledge for informed decision-making and good practice in infrastructure development in the Pacific.

The PRIF branding guideline was approved in 2022 to establish a standard and recognizable brand to refine to enhance the visibility and recognition of PRIF products.

In 2023, PRIF published six knowledge products and four flagship publication (see Table 3). The publications were uploaded to the PRIF website and published on other platforms, including LinkedIn, and promoted in the PRIF social media channels and cross-promoted by PRIF partners and regional agencies

Table 3: Pacific Region Infrastructure Facility Knowledge Products and Flagship Publications 2023

Fiji National Infrastructure Investment Plan 2023–2034
Kiribati National Infrastructure Investment Plan 2022–2032 (Summary)
Niue National Infrastructure Investment Plan 2023–2033
Tonga National Infrastructure Investment Plan 2021–2030: Hunga Tonga - Hunga Haapai Volcanic Eruption and Tsunami Update
Samoa Energy Sector Plan 2023/24–2027/28
Scoping Study for a Pacific Aviation Regional Hub
Airline Options for Pacific Aviation Sustainability
Improving National Building Codes and Standards in the Pacific: Coordination and Harmonization Report
Regional Recycling Network Scoping Study - Pre-feasibility Study Report
Insurance Risk Management and Insurance in the Pacific

Source: PRIF CO.



4 MONITORING, EVALUATION, AND LEARNING

4.1 INDEPENDENT NIIP REVIEW

An independent NIIP review was commissioned by the PMC to assess the effectiveness, impact, and sustainability of the NIIP program, rolled out during PRIF Phase IV in order to: (1) provide an evidence base to continue strengthening the current approach and ensure it remains impactful and sustainable; and (2) inform ongoing discussions and decisions around the PRIF Phase V design. This was the first independent review of the formalized NIIP program since its commencement under Phase IV, although NIIP support and assistance had been provided by PRIF since Phase I.

The review was largely qualitative, with five Pacific countries selected for case studies, specifically the Cook Islands, Fiji, Kiribati, Solomon Islands, and Tonga. In total, an independent reviewer completed 94 interviews largely face-to-face but also virtually with NIIP users (PIC governments, state-owned enterprises, development partners, private sector, industry bodies, and associations).

The NIIP review report was presented and discussed at length during a special PMC meeting in June 2023 and fed into the design of PRIF Phase V. The NIIP review made a total of 10 recommendations that will be considered in the next iteration of the PRIF Comprehensive NIIP Plan under PRIF Phase V.

4.2 MONITORING, EVALUATION, AND LEARNING PLAN AND IMPLEMENTATION

The PRIF Phase IV MEL Plan was developed and approved in 2022. It aligns with the ADB Technical Assistance Report (2019), the PRIF Phase IV Implementation Plan (2020) and subsequent annual iterations. The plan was approved by the PMC out-of-session on 7 October 2022. The rollout of the plan across many PRIF activities commenced during 2022 and continued during 2023.

The PRIF MEL Plan sets out the approach to assessing the performance of PRIF Phase IV. The plan identifies the evidence that will be generated to enable:

- accountability to development partners, member countries, and the public;
- program performance and management decision-making for the PRIF PMC and the PRIF CO team;
- learning and continuous improvement to ensure effective program delivery;
- communications to promote the value of PRIF to member countries and regional organizations, associations, and networks.

4.3 MAJOR ACTIVITIES

Partner surveys

The working group survey and the partnership health diagnostic gather feedback on PRIF results and effectiveness to date from two key groups of stakeholders: development partners, as well as PIC and regional organizations representatives. The purpose of these surveys is to inform annual strategy and planning deliberations strengthening both the delivery and engagement approaches with PRIF's partners. Highlights from these surveys have been integrated into this report and are reflected under Annex 3: Reporting against the MEL results table (December 2023 update). Comparison data on previous surveys under Phase IV have been included in the analysis where available.

Communications and outreach support

The PRIF M&E officer alongside the PRIF Communications & Outreach officer led a review of the PRIF publications workflow, including the roles and responsibilities of team members, challenges, and bottlenecks as well as opportunities for improvement during the publication cycle. An outcome of the review was a revised publications workflow and agreement on quality standards acceptable for PRIF CO publications, in line with ADB requirements. The revised publications workflow was reviewed after 6 months in December 2023, with findings and recommendations submitted to the PRIF CO team leader and approved for implementation in early 2024.

Support and quality assurance has also been provided to the Communications & Outreach officer with the update of the PRIF website.

Reporting

PRIF quarterly and annual reports integrate data and evidence emerging from the PRIF Phase IV MEL Plan. The annual report template, country factsheets and infographic introduced in 2022 have received positive feedback from partners, member countries and other stakeholders and are being re-applied in 2023.

Reflections and lessons learned

A range of activities conducted during 2023 aim to ensure PRIF embeds a culture of reflections and lessons learned throughout all its activities.

- PRIF CO workplan MTR, June 2023: PRIF personnel reflected on progress toward the PRIF CO 2023 workplan and the cross-cutting approaches and identified priorities and opportunities to the end of the year;
- Ongoing CoP data analysis and reviews: the PRIF M&E specialist provides ongoing data analysis and recommendations on CoP attendance and participant feedback, which are integrated and discussed on an ongoing basis in weekly team meetings;
- PRIF Week debrief, November 2023: On 17 November 2023, a lessons learned session on PRIF Week 2023 was undertaken by the PRIF CO team with findings used to inform future PRIF Week events;
- PRIF Phase IV Review under the PRIF CO Retreat, December 2023: A whole-day workshop with the PRIF CO team to review performance, challenges, and opportunities in strategic areas of delivery during PRIF Phase IV. The findings from this workshop will inform future discussions on strategy development for PRIF Phase V;
- Ad hoc support to PRIF TAOs to embed an M&E approach under existing TA projects, including: “Value for Money”; “Asset Maintenance in the Water Sector”; “Virtual Training on GESI for Infrastructure in the Pacific”.

5 FINANCE AND ADMINISTRATION

Functionally, the PRIF CO team leader reports through the PMC chair to the PMC. Administratively, the PRIF CO team leader reports through the ADB project officer to the ADB regional director of the Pacific Liaison and Coordination Office in Sydney.

5.1 REPORTING

Regular monitoring information has been reported to PMC at quarterly meetings and through the PRIF CO quarterly and other reports. Presentations have been made to the PMC on the progress of the PRIF Phase IV Workplan and the working group activities. During the period, PRIF CO prepared the following reports (Table 4).

Table 4: PRIF CO Schedule of Reports

Report	For the Period Ending
PRIF CO Annual Report 2022	December 2022
PRIF CO Workplan 2023	December 2023
PRIF CO Quarterly Progress Report 14	March 2023
PRIF CO Quarterly Progress Report 15	June 2023
PRIF CO Quarterly Progress Report 16	September 2023
PRIF CO Quarterly Progress Report 17	December 2023

PRIF CO = Pacific Region Infrastructure Facility Management Coordination Office.
Source: PRIF CO.

5.2 PRIF CO STAFF

Since November 2021, PRIF CO has had eight full-time and one part-time staff. The current staffing and contracting status of PRIF CO at the time of writing is shown in Table 5.

Table 5: Staffing of PRIF CO

Position	Name	Start Date	End Date
PRIF CO Team Leader	Sean O'Sullivan	16 Dec 2019	31 Jan 2024
TA Officer	Jane Romero	10 Nov 2019	31 Jan 2024
TA Officer	Lorena Estigarribia	10 Nov 2019	31 Jan 2024
TA Officer in Fiji	Timothy Stats	21 April 2021	31 Jan 2024
TA Officer in Samoa	Meapelo Mai'ai	15 Nov 2021	31 Jan 2024
Infrastructure Economist	Roger Guinery	6 Apr 2020	5 Nov 2021
	Luke Smith	19 Jan 2022	31 Jan 2024
Communications and Secretariat Coordinator	Caroline Tupoulahi-Fusimalohi	14 Jan 2020	31 Jan 2024
Operations and Finance Officer	Nina Mines	2 Dec 2019	31 Jan 2024
Monitoring and Evaluation Specialist	Simona Achitei	27 Sep 2021	31 Jan 2024

PRIF CO = Pacific Region Infrastructure Facility Management Coordination Office.
Source: PRIF CO.

5.3 PRIF CO BUDGET

5.3.1 Partner Funding

Partner contributions received to-date total \$12.7 million, after receiving the fourth and last tranche of DFAT contribution of around \$381,527 on 4 October 2023. Of this, \$12.1 million (95.7% of funds received) has been committed or contracted as of 31 December 2023 (Table 6).

Table 6: PRIF Partner Contributions

PRIF Partner	Approved Funding (USD equivalent)	Funds Received (USD equivalent)	Fund Utilization as of 31 Dec 2023 (USD equivalent)
Australian Aid	4,089,000	4,200,492	3,816,005.76
New Zealand Ministry of Foreign Affairs	4,450,821	4,450,821	4,374,354.51
Asian Development Bank	2,000,000	2,000,000	1,968,470.07
United States Department of State	2,000,000	2,000,000	1,944,720.13
Total	12,539,821	12,651,313	12,103,550.47

USD = United States Dollars.

Source: PRIF CO.

5.3.2 Expenditure to-date

Expenditure to-date is \$10.3 million, which is 82% of the total PRIF funding commitment (Table 7). For 2023, expenditure was \$3.4 million, which is 86% of the targeted annual expenditure of \$4.0 million.

Table 7: Expenditure as of 31 December 2023

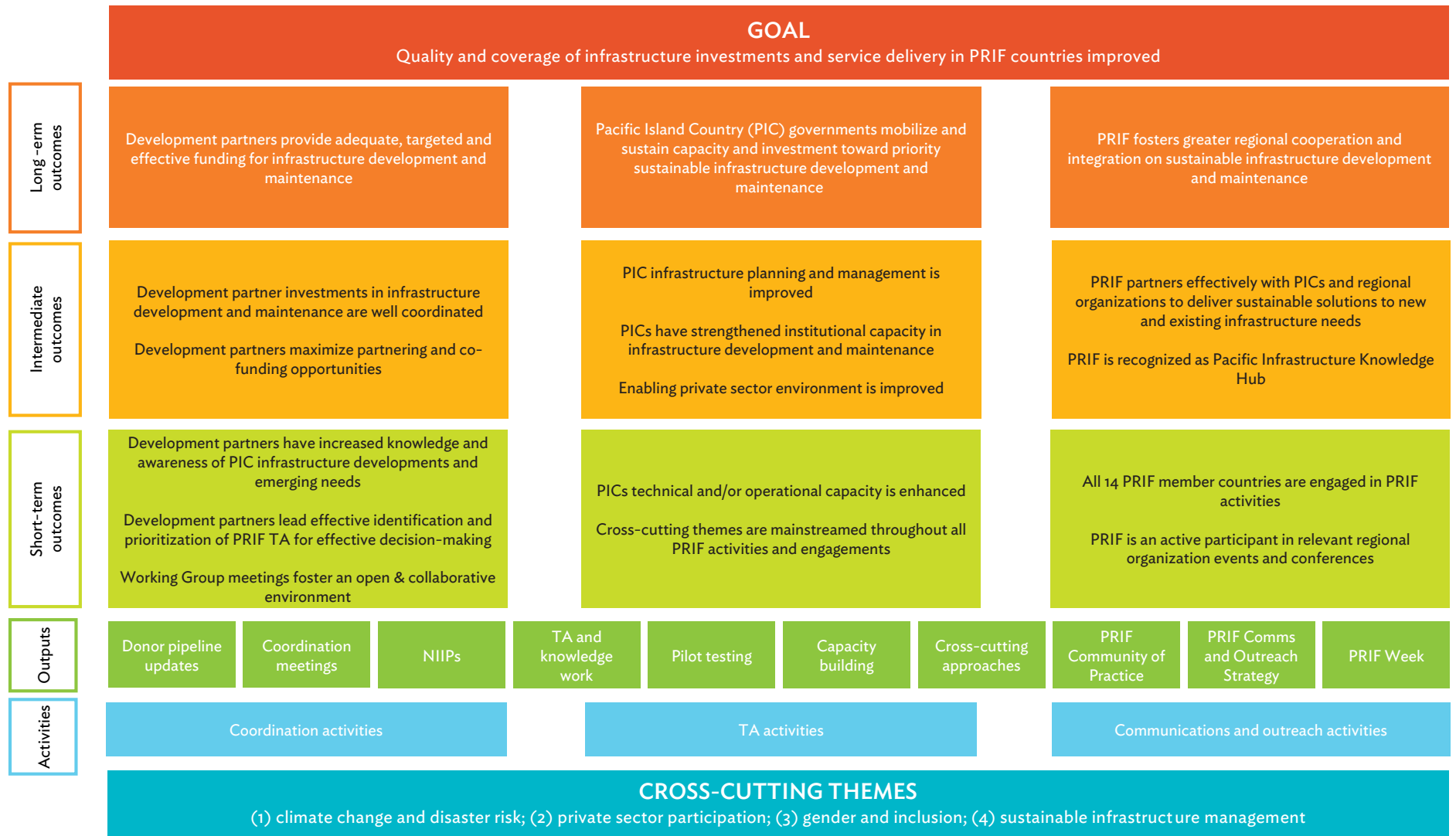
Cost Category	Approved Budget (USD)	Actual Disbursement To Date (USD)	Utilization Rate (%)
	(a)	(b)	(a)/(b)
Technical Assistance Projects	5,296,190	4,539,349	85.71
PRIF CO Staff Cost and Travel	5,296,189	4,733,053	89.37
Workshops & Training	208,066	189,252	90.96
Studies & Surveys	38,066	15,731	41.33
Equipment	9,483	9,496	100.14
Miscellaneous Expenses	1,501,364	804,786	53.60
Pilot Testing	106,614	-	-
Contingencies	83,849	-	-
Total	12,539,821	10,291,667	82.07

PRIF CO = Pacific Region Infrastructure Facility Management Coordination Office, USD = United States dollars.

Source: PRIF CO.

ANNEX 1:






PRIF PHASE IV PROGRAM LOGIC








ANNEX 2:



REPORTING AGAINST THE DESIGN AND MONITORING FRAMEWORK



Pacific Region Infrastructure Facility Management Coordination Office (PRIF CO) has applied a traffic-light system in determining the status of achieving the performance indicators cited in the design and monitoring framework, as follows: achieved (green), off-track or delayed (amber); or unlikely to achieve (red).


Level of Measurement	Performance Indicators with Targets and Baseline	Progress Report, Jan–Dec 2023	Status
Impact: Quality and coverage of infrastructure investments and service delivery in PRIF member countries improved			
Outcome	By 2023:		
Comprehensive and coordinated project and TA (technical assistance) support on infrastructure investments provided by PRIF partners	a) Co-financing for Asian Development Bank (ADB) infrastructure TA projects in the Pacific is increased by 25% (2018 baseline: \$512M)	\$1.65B in co-financing between 2019–2023	 Achieved
	b) All 13 PRIF member countries engaged in PRIF activities (2019 baseline: 0)	All 13 PRIF member countries plus Papua New Guinea (PNG) are covered in regional TA projects. In addition, individual TA projects provided to 13 countries – the Cook Islands, the Federated States of Micronesia (FSM), Fiji, Kiribati, Palau, Niue, Nauru, the Republic of the Marshall Islands (RMI), Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu. PRIF CO has engaged with all member countries through direct contact, Community of Practice (CoP) webinars and outreach activities.	 Achieved
	c) TA provided to at least 10 out of 13 PRIF member countries, across technical sectors and crosscutting themes (2019 baseline: 0)	Individual TA projects provided to 13 countries – the Cook Islands, the FSM, Fiji, Kiribati, Palau, Niue, Nauru, the Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu.	 Achieved
	d) Improved infrastructure maintenance supported by at least 50% of TA activities and new PRIF partner infrastructure projects (2019 baseline: Not applicable or not previously recorded)	Infrastructure maintenance included in all Phase IV National Infrastructure Investment Plans (NIIPs), TA project on infrastructure maintenance benchmarking completed. No data currently available on the inclusion of infrastructure maintenance in PRIF partner pipelines.	 Achieved
Outputs	By 2023:		
1. Coordination of PRIF partner infrastructure investments in the Pacific further enhanced	a) At least four management committee meetings held per annum (2019 baseline: 0)	2020: Four PMC meetings held 2021: Four PMC meetings held 2022: Four PMC meetings held – 3 Mar, 2 Jun, 1 Sept, 1 Dec 2023: Four PMC meetings: 9 Mar, 8 Jun, 7 Sep, 6 Dec	 Achieved


Level of Measurement	Performance Indicators with Targets and Baseline	Progress Report, Jan–Dec 2023	Status
Impact: Quality and coverage of infrastructure investments and service delivery in PRIF member countries improved			
1. (continued)	b) At least one meeting held per annum for each working group (2019 baseline: 0)	<p>2020: 19 Working Group meetings held</p> <p>2021: 24 Working Group meetings held</p> <p>2022: 26 Working Group meetings held</p> <p>2023: 33 working group meetings held:</p> <ul style="list-style-type: none"> • Transport Working Group – 23 Mar, 22 Jun, 7 Jul, 16 Aug, 6 Sep, 14 Sep, 14 Nov • ICT Working Group – 15 Mar, 14 Jun, 27 Sep, 23 Nov • Water and Sanitation (WatSan) Working Group – 16 Feb, 9 Jun, 30 Aug, 29 Nov • Sustainable Infrastructure Management (SIM) Working Group – 27 Feb, 14 Jul, 12 Sep, 27 Nov • Urban Development Working Group – 30 Mar, 23 Aug, 29 Nov • Environmental and Social (E & S) Working Group – 6 Apr, 26 Jun, 16&17 Aug, 26 Oct, 28 Nov • Energy Working Group – 26 Apr, 10 May, 8 Aug, 11 Aug, 6 Sep, 14 Sep, 9 Nov, 22 Nov 	 Achieved
	c) Project pipeline updated at least once per year (2019 baseline: Not applicable/not previously recorded)	<p>2020: Project pipeline updated on 1 Apr and 15 Aug</p> <p>2021: Project pipeline updated on 28 Feb; 15 May; and 24 Aug</p> <p>2022: Project pipeline updated 24 Feb and 26 Aug</p> <p>2023: Project pipeline updated 28 Feb and 30 Aug</p>	 Achieved
	d) PRIF partners led at least one parallel TA activity per annum (2019 baseline: not applicable/not previously recorded)	<p>2020: DFAT long-term Pacific Aviation Sector Post-COVID-19 Recovery Project; NZ-MFAT COVID-19 Support Package to the Aviation sector, including IAFC and MIAC to support air services</p> <p>2021: DFAT Implementation of long-term Pacific Aviation Program and World Bank Regional Airport Equipment Maintenance Program</p> <p>2022: DFAT Aviation Program for the Pacific and ADB Pacific Regional Financing Facility for Energy Sector</p> <p>2023: ADB TA for Guidance on Obtaining Adequate Insurance Coverage for Infrastructure Projects in the Pacific Region and DFAT's Sustainable Pacific Aviation Program</p>	 Achieved
2. Technical advice on infrastructure development and sustainable infrastructure management provided to PRIF partners and member countries	<p>By 2023:</p> <p>a) Approved strategic workplan (and annual updates) covering all sectors and cross-cutting themes prepared and implemented by the coordination office (2019 baseline: not applicable/not previously recorded)</p>	<p>2020: PRIF Phase IV Workplan approved at 5 March 2020 PMC meeting</p> <p>2021: Annual Workplan approved on 5 March 2021 PMC meeting</p> <p>2022: Annual Workplan approved at 3 Mar PMC meeting</p> <p>2023: Annual Workplan approved on 9 March PMC meeting</p>	 Achieved




Level of Measurement	Performance Indicators with Targets and Baseline	Progress Report, Jan–Dec 2023	Status
Impact: Quality and coverage of infrastructure investments and service delivery in PRIF member countries improved			
2. (continued)	b) Infrastructure policy, planning, regulatory, and project advice provided by the coordination office to at least nine out of 13 PRIF member countries (2019 baseline: 0)	<p>Nine PICs have been provided national infrastructure plans (Fiji, Kiribati, Tuvalu, the Cook Islands, Niue, Tonga [2x], Palau, Samoa, and Solomon Islands)</p> <p>Three NIIPs currently under implementation (the FSM, the RMI, and Nauru)</p> <p>Vanuatu NIIP on hold</p> <p>14 PICs have been/being provided project advice as target countries in regional TA projects (the Cook Islands Kiribati, Fiji, Nauru, Niue, the FSM, Solomon Islands Palau, PNG, the RMI, Samoa, Tonga, Tuvalu, Vanuatu)</p>	 Achieved
	c) Integrated approach to new infrastructure investments and management of existing infrastructure achieved in all infrastructure plans or planning process prepared by the coordination office (2019 baseline: 0)	<p>Integrated approaches (planning, robust economic analysis, consideration for climate change and environmental impacts, infrastructure maintenance) included in NIIPs prepared for Nauru, Tuvalu, Palau, the Cook Islands, Tonga, Fiji, Niue, Kiribati, Samoa, and the Solomon Islands Infrastructure Priority List</p>	 Achieved
	d) At least three knowledge products prepared per annum (2019 baseline: 0)	<p>2020:</p> <ol style="list-style-type: none"> 1. Waste Audit Methodology: A Common Approach (published online) <p>2021:</p> <ol style="list-style-type: none"> 1. Methodology for Condition Assessment of Public Sector Infrastructure Assets in Pacific Island Countries (published online) 2. Regional Diagnostic Study on the Application of Building Codes in the Pacific and Guidance Documents for Fiji, Solomon Islands, and Vanuatu (published online) 3. The Cook Islands Waste Audit Report (published online) 4. Shared Approach for Management of Environmental and Social Risks and Impacts (published online) 5. Pacific Infrastructure Performance Indicators (PIPIs) 2020 (hard copy and published online) 6. Fiji Waste Audit Report (published online) 7. 2021 Baseline Assessment Report for Infrastructure Maintenance across Pacific Island Countries (published online) 8. Post-COVID-19 Pacific Aviation Sector Strategy Scoping Study (published online) 9. Climate Change Impact Scenarios for Infrastructure Planning (published online) <p>2022:</p> <ol style="list-style-type: none"> 1. Sanitation Options for Pacific Island Countries – RMI and Vanuatu (published online) 2. Guidance for Managing Sea Level Rise Infrastructure Risk in Pacific Island Countries (published online) 3. Updating the Post-COVID-19 Pacific Aviation Sector Strategy 2022 (published online) 4. Guideline to Preparing National Infrastructure Investment Plans (hard copy and published online) 	 Achieved


Level of Measurement	Performance Indicators with Targets and Baseline	Progress Report, Jan–Dec 2023	Status
Impact: Quality and coverage of infrastructure investments and service delivery in PRIF member countries improved			
2. (continued)	d) continued	<p>2022 (continued)</p> <ol style="list-style-type: none"> 5. Study on Clean Energy Financing Potential Report – Main Report and 2 Annexes (hard copy and published online) 6. Enhancing Procurement Practice and Local Content in Pacific Infrastructure (hard copy and published online) 7. Enhancing Procurement Practice and Local Content in Pacific Infrastructure (hard copy and published online) 8. Diagnostics Study of PWWA Utilities (Main Report – hard copy and published online; country utilities – published online) <p>2023:</p> <ol style="list-style-type: none"> 1. Coordination and Harmonization Report, National Building Codes in the Pacific (hard copy and published online) 2. Scoping Study for a Pacific Regional Recycling Network (published online) 3. Scoping Study for a Pacific Aviation Regional Hub/Study (published online) 4. Infrastructure Insurance and Risk Management Report and Primer (published online) 5. Report on Airline Options for Pacific Aviation Sustainability (published online) 6. Training Modules on GESI in Infrastructure with Climate-Resilience Lens (SPREP Training Platform) 	 Achieved
	e) Advisory or knowledge products covering at least three cross-cutting themes prepared (2019 baseline: 0)	<ol style="list-style-type: none"> 1. Gender Equality and Social Inclusion Issues in Infrastructure 2. Benchmarking Maintenance in PICs 3. Climate Change Impact Scenarios for Infrastructure Planning 4. Enhancing Procurement Practice and Local Content in Pacific Infrastructure 5. Improving Building Codes and Standards in the Pacific 6. Promotion of the Shared Approach for the Management of Environmental and Social Risks and Impacts 7. Scoping Study for a Pacific Regional Recycling Network 8. Electric Vehicles Standards in the Pacific 9. Guidance on Economic Analysis in Planning, Appraisal and Selection of Infrastructure Projects in the Pacific 10. Airline Options for Pacific Aviation Sustainability 11. Enhancing Regional Coordination for Capacity Development of Environmental and Social Management in the Pacific 12. Strengthening Capital Maintenance Practices in the Pacific Water Sector 	 Achieved


Level of Measurement	Performance Indicators with Targets and Baseline	Progress Report, Jan–Dec 2023	Status
Impact: Quality and coverage of infrastructure investments and service delivery in PRIF member countries improved			
2. (continued)	f) At least two capacity-building activities conducted (2019 baseline: 0)	<ol style="list-style-type: none"> 1. Webinars on Asset Condition Assessment Methodology in 10 and 17 Feb 2022 2. Promotion of the Shared Approach for Management of Environmental and Social Risks and Impacts in 2022 and 2023 3. Training on MCA of NIIP Projects, Kiribati and Fiji, 2022 and 2023 4. Provision of a Regional Energy Training Coordinator to PPA 5. Training and Mentoring under Strengthening Asset Maintenance Practices in the Pacific Water Sector, August to October 2023 6. Training materials and training for the Guidance for Managing Coastal Protection Structures in Pacific Island Countries, 20 November 2023 7. Introduction to training materials on GESI in Infrastructure with a Climate Resilience Lens, 12–15 Dec 2023 	 Achieved
	g) At least two sector assessments produced (2019 baseline: 0)	<ol style="list-style-type: none"> 1. Pacific aviation sector assessment (including the Pacific airline industry) as part of the Post-COVID-19 Short-term Aviation Study and ASPA sustainability support study 2. Assessment of the water sector in the Pacific as part of the Scoping Study for a Water Sector Training Centre and Diagnostics of PWWA Utilities 3. Assessment of the Pacific energy sector, particularly energy end use by residential consumers as part of the Pacific Clean Energy Financing Potential 4. Information Sharing on Cybersecurity Initiatives in the Pacific 	 Achieved

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
1. Coordination of PRIF partner infrastructure investments in the Pacific further enhanced	1.1. Sign full-time contracts for PRIF CO core team consultants by March 2020	Achieved 24 Feb 2020	 Achieved
	1.2 Prepare annual PRIF workplan and seek PRIF management committee approval by March 2020	Achieved 5 Mar 2020; 4 Mar 2021; 3 Mar 2022; 9 Mar 2023	 Achieved
	1.3 Prepare and circulate quarterly reports to PMC within one month of the end of each quarter	14th quarterly report submitted to PMC on 1 May 2023 15th quarterly report on 8 Aug 2023 16th quarterly report on 24 Nov 2023 17th quarterly report due on 1 Feb 2024	 Achieved




Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
1. (continued)	1.4 Prepare and circulate annual report to PMC within 2 months of the end of each year	<p>2020: Annual Report submitted to PMC on 5 Mar 2021</p> <p>2021: Annual Report submitted on 21 Feb 2022</p> <p>2022: Annual Report submitted on 28 February 2023</p> <p>2023: Annual Report due on 29 Feb 2024</p>	 Achieved
	1.5 Prepare a PRIF coordination and communications strategy and action plan covering TA activities and regional initiatives not financed under the TA and including opportunities for improved coordination with PRIF partners, regional agencies, and other regional TA programs by April 2020	Achieved 5 March 2020	 Achieved
	1.6 Implement the PRIF coordination and communications strategy, and report to PMC quarterly on progress, quarterly	Related activities included in this report	 Achieved
	1.7 Prepare a database of proposed PRIF partner pipeline activities by the end of the first year and update the pipeline every six months	<p>2020: PRIF partner pipeline activities first updated in Apr and included in Second Quarterly Report and reported at PMC meeting of 3 Sept 2020</p> <p>2021: PRIF partner pipeline projects updated on 28 Feb, 15 May, and 24 Aug 2021</p> <p>2022: PRIF partner pipeline projects updated 24 Feb and 26 Aug 2022</p> <p>2023: PRIF partner pipeline projects updated on 28 Feb and 30 Aug 2023</p>	 Achieved
	1.8 Maintain and update the PRIF website, prepare online newsletters and manage social media, ongoing	<p>2020: New PRIF website completed in Aug 2020; restricted sites for PMC and working groups completed in Dec 2020. PRIF social channels established for Facebook, and revived Twitter and LinkedIn since Jul 2020. PRIF contribution to Pacific Liaison and Coordination Office (PLCO) newsletter released every 2 months, and Secretariat of the Pacific Regional Environment Programme (SPREP) Waste Newsletter</p> <p>2021: PRIF website enhanced with restricted sites developed for PMC and working groups. Additional pages for PRIF Week 2021 program, videos, and presentation. The website is regularly updated and used to disseminate PRIF activities to internal and external stakeholders. Regular postings at PRIF social media channels – Facebook, Twitter, and LinkedIn and at <i>ADB Today</i> and SPREP and ADB-PLCO newsletters</p> <p>2022: Additional pages added to the website – Knowledge Hub and Events – a repository of PRIF CoP and the PRIF Week 2021 and 2022 events – program, presentations, videos, and contractor profiles</p> <p>2023: Further enhanced the restricted site portal for easier uploading and access to working group pages. A website refresh initiative was completed in early December 2023, with changes aligned to latest PRIF branding style guide and to enhance clarity on PRIF activities and mandate</p>	 Achieved


Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
1. (continued)	1.9 Provide secretariat support to all management committee and sector working group meetings, ongoing	<p>2020: Supported four PMC meetings and 19 virtual sector working group meetings</p> <p>2021: Supported four PMC meetings, 24 working group meetings; five PRIF aviation donors’ dialogue, and two joint Transport and Energy Working Group meetings on insurance risks</p> <p>2022: Supported four PMC meetings, 26 working group meetings, two Pacific Airlines informal dialogues, and one power utility CEO retreat with development partners</p> <p>2023: Supported four PMC meetings, 33 working group meetings including four joint working group meetings (2 x Transport and Energy, SIM and E&S, SIM and all on climate)</p>	 Achieved
	1.10 Support PMC chair raise the strategic level of engagement at PMC meetings, ongoing	The PRIF CO Phase IV Workplan considered more strategic level PMC meeting engagement and all draft PMC agenda are discussed with the PMC chair. Annual updates on the workplan submitted to PMC, considering strategic and operational priorities	 Achieved
	1.11 Assist the management committee to engage with potential new PRIF members and new country of focus, ongoing	Achieved in 2020, PNG became PRIF associate member	 Achieved
	1.12 Facilitate information sharing and peer reviews between PRIF partners and among other relevant stakeholders, regional organizations, and sector interest groups, ongoing	<p>2023:</p> <ol style="list-style-type: none"> Partners shared project pipeline and sector priority discussion topics and projects for 2023 at the 16 Feb meeting of the WatSan Working Group, including revisiting the recommendations of the PRIF 2021 Regional Approach for Water Sector Training, improving cross-sectoral collaboration, scoping co-financing projects, and enhancing PRIF’s support to PNG. The SIM Working Group meeting of 27 Feb peer reviewed the concept notes of “Value for Money in Procurement” and “Strengthening Maintenance Practices and Capabilities in the Water Sector”. At the ICT Working Group meeting of 15 Mar, the Commonwealth Secretariat presented its Connectivity Agenda and Initiatives in the region; the SPC its digital initiatives; and PRIF CO its concept note “Supporting Digitization Initiatives in the Pacific”, for comments. At the Transport Working Group meeting of 23 Mar, PRIF consultants presented the final report of “Scoping Study for a Pacific Aviation Regional Hub/Body”; draft final report of “Airline Options for Pacific Aviation Sustainability”; and gathered partner’s interest in the Decarbonization in Infrastructure through a joint PRIF working group meeting. PRIF CO presented the recommendations and next steps of the Regional Recycling Network Study and the National Building Code Phase 1 Study at the Urban Development Working Group meeting of 30 Mar 2023. 	







Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
	1.12 (continued)	<p>2023 (continued):</p> <ol style="list-style-type: none"> 6. At the E&S Working Group meeting of 6 Apr, SPREP presented its <i>Pacific Island Countries’ National Adaptation Plans and Access to Climate Finance</i> Program and SPC its experience in supporting PICs access to climate finance. World Bank and ADB also shared their experience in applying the shared approach in the transport sector in Fiji. 7. At the Energy Working Group meeting of 26 Apr ADB’s Pacific Private Sector Development Initiative gave a presentation on Climate Change and Performance of State-owned Electric Utilities in the Pacific and the ADB-OPERA vice-chair and ACEO-Electricity Sector of the Samoa Office of the Regulator updated the group on its current activities and future plans followed by open discussion on energy regulatory landscape, cost-recovery and tariff setting, and donor investment trends and priorities. 8. The WatSan Working Group meeting of 9 June was an avenue for regional water associations and water training institutions/agencies to: (i) discuss the issues of human capacity challenges, lack of skilled labor, and retaining trained people in the region; (ii) share training and capacity building activities in the sector; and (iii) look at coordinated approaches to help the sector, including development partners committing to provide funding on some of the activities. 9. At the ICT Working Group meeting of 14 June, CENERVA shared its experience in supporting the development of a telecommunications emergency preparation and response policy to Turks and Caicos. 10. There were three presentations at the Transport Working Group meeting of 22 June: (i) MFAT on New Zealand’s climate-related transport investments in the Pacific; (ii) World Bank on the findings and recommendations of its TA project “Reducing Car Dependency for Greener and Healthier Pacific Island Cities”; and (iii) WHO on its health economic assessment tool for walking and cycling. PRIF CO also briefed the group on the outcome of the ASPA Conference 2023 including the Pacific Airports and Pacific Airlines Workshops. 11. At the E&S Working Group meeting of 26 June, the World Bank presented its proposed Regional Programme for Capacity Development of Environmental and Social Safeguards in the Pacific; ADB, its approach and workplan for addressing Sexual Exploitation, Abuse and Harassment in the Pacific; and SPC, its Policy and Programme Support for Human Rights and Social Development. 	 <p>Achieved</p>


Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
1. (continued)	1.12 (continued)	<p>12. The energy sector meetings had PRIF CO share the results of its TA projects on: “Stocktake of Fossil Fuel Subsidies in the Pacific”; “Screening of Two Private Investment Proposals in the Pacific Energy Sector”; “Scoping Study of Pacific Utilities’ Training Needs and Proposed Training Plan”; and “Fuel Supply, Security and Resilience in the Pacific”. Department of Foreign Affairs and Trade/ Australian Infrastructure Financing Facility for the Pacific shared its Program on Call for Off-Grid Renewable Energy Partnerships in the Pacific and Timor Leste.</p> <p>13. At the Transport Working Group meeting of 22 June, US Trade and Development Agency informed the group its \$5M Pacific Island Strategic Infrastructure Initiative while PRIF CO provided updates of its TA projects, “Responsible Sourcing of Aggregates in the Pacific”; “Affordable Coastal Protection – Phase 3”; and “Electric Vehicle Standards in the Pacific”.</p> <p>14. At the SIM Working Group meeting of 11 July, GGGI presented its Regional Pacific Nationally Determined Contribution Hub and IMF, its report on “Unlocking Access to Climate Finance for Pacific Island Countries”.</p> <p>15. At the Urban Development Working Group meeting of 23 Aug, PIF Secretariat presented its Initiative for Developing Regional Energy Efficiency in Buildings Standards.</p> <p>16. At the ICT Working Group meeting of 27 Sept had the Internet Corporation for Assigned Names and Numbers, Asia Pacific Network Information Centre, au.Domain Administration Ltd, and the Global Initiative for Digital Empowerment present the results of its South Pacific Internet Multistakeholder Forum; PITA on its upcoming Strategy Forum 2023 and PITA/ International Telecommunications Union Emergency Telecommunications Readiness and ICT Infrastructure Resilience Forum; and ADB on the outcome of the Pacific ICT Ministers’ Meeting and 16th Asia-Pacific Telecommunity Policy and Regulation Forum.</p> <p>17. At the Energy Working Group meeting of 9 November, Tonga Power Limited shared its Solar Rooftop Program and sought development partners’ views on a coordinated approach to grid upgrade.</p> <p>18. At the Energy Working Group meeting of 21 November 2023, the University of New South Wales (UNSW) presented its clean energy transition model for PICs and territories; and the Department of Climate Change, Energy, the Environment and Water and UNSW shared its draft green hydrogen strategy and potential work for the Pacific to be released in June 2024.</p> <p>19. At the ICT Working Group meeting of 23 November, ICANN updated the group on its domain registry initiatives and the proposed South Pacific Internet Multistakeholder Forum and Cybersecurity; and SOFTIRON its work on resilient sovereign cloud and infrastructure: challenges and opportunities for digital infrastructure in the Pacific.</p>	 Achieved

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
1. (continued)	1.12 (continued)	20. At the WatSan Working Group meeting of 29 November, the Pacific Community presented its regional framework for the Establishment of Micro-Qualifications under its Pacific Educational Quality and Assessment Programme.	
	1.13 Facilitate the preparation of sector profiles for two member countries, outlining activities of PRIF partners and other regional organizations in each sector, in consultation with working groups by October 2023	<p>1. The 2021 Updating of the Post- COVID-19 Pacific Aviation Strategy Study detailed the current Pacific aviation landscape; Pacific travel bubble experiences and future trends; and airline and PIC recovery activities and new requests for PRIF partner support; including indicative financing instruments and costs. The report was used as a document in assessing the impacts of COVID-19 on the recovery and re-start of aviation in the region by the Second Regional Aviation Ministers’ Meeting (RAMM) held on 23 June 2022 in the Cook Islands. The report was also used in the Pacific Airlines Dialogue between the Association of South Pacific Airlines (ASPA) and PRIF donors held on 3 June 2022.</p> <p>2. The “Pacific Clean Energy Financing Potential” TA took stock of current Pacific energy landscape in the Cook Islands, Kiribati, Tonga, Solomon Islands, and Vanuatu as representative of the region; and conducted household surveys in Kiribati and Tonga on market and willingness to pay for distributed energy resources and energy efficiency as well as financial programs of national development banks in PICs; and areas that can be supported by PRIF development partners. ADB has taken the results of the study in the design of their Pacific Regional Financing Facility for the Energy Sector.</p> <p>3. Information Sharing on Cybersecurity Initiative in the Pacific and creation of a database of ICT Initiatives in the region by development partners and regional organizations.</p> <p>4. The reports on “Scoping Study for an Aviation Regional Hub”; and “Airline Options for Pacific Aviation Sustainability” were used as reference documents at the 11th Aviation Officials Meeting on 18 July 2023.</p>	 Achieved
2. Technical advice on infrastructure development and sustainable infrastructure management provided to PRIF partners and member countries	2.1 Sign short-term agreements with technical specialist-consultants covering a range of sector and crosscutting themes by March 2020	Ongoing activity. PRIF has 87 consultants under the individual consultant services contract incl. 2 firms, 33 contracts under the Framework Agreement, 23 on resource person contracts, two on single source, and 10 on service provider contracts	 Achieved
	2.2 Assist member countries in preparing national infrastructure development plans and/or asset management plans on demand and in consultation with Working Groups by October 2023	Completed 10 NIIPs (Fiji, Kiribati, Tuvalu, Cook Islands, Niue, Tonga (2x), Palau, Samoa, and Solomon Islands), currently implementing three (the FSM, Nauru, and the RMI); and one (Vanuatu) is on hold	 Achieved

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
2. (continued)	2.3 Support and facilitate ongoing tracking of actual country and regional programs of PRIF partners against the infrastructure plans, in coordination with PRIF partners headquarters and posts by October 2023	<p>The updating of the Cook Islands, Solomon Islands, Samoa, two Tonga NIIPs, Vanuatu and RMI NIIPs reviewed PRIF partners’ and other donors’ uptake of projects in previous NIIPs.</p> <p>A database of priority infrastructure projects prepared under the completed NIIPs established and presented at PMC and working group meetings to assist with tracking and is being reported regularly at PMC meetings, Community of Practice events, and at the Conference on Resilient Infrastructure in Brisbane, Australia on 26 Sept 2023; and PFTAC Regional Workshop on Strengthening Public Investment Management in the Pacific, 27 Nov – 1 Dec 2023.</p>	 Achieved
	2.4 Assist member countries in preparing sector development plans on demand and in consultation with working groups by October 2023	<p>The TA project on Diagnostic Study of PWWA water utilities assisted five countries prepare management strengthening plans and strategies (Solomon Islands, Kiribati, Fiji, Palau, Samoa).</p> <p>The Niue NIIP contained a detailed transport sector development plan.</p> <p>A Samoa Energy Sector Plan, FY 2023/24 to 2027/28 was prepared and officially launched on 19 December 2023.</p> <p>The Nauru NIIP update includes an asset management inventory and updating of the Nauru Asset Register.</p> <p>The TA project on “Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector” assisted five utilities conduct asset maturity assessments, review asset registers, and prepare asset management improvement plans.</p> <p>The provision of a regional energy training coordinator to PPA produced a report on <i>Training Needs Assessment and Proposed Training Plan for PPA Utilities</i>.</p>	 Achieved
	2.5 Provide short-term technical advice using specialist technical advisors and technical specialists from the PRIF sector working groups, as requested by PRIF partners, member countries, and regional organizations by October 2023	<p>2021: The World Association for Waterborne Transport Infrastructure (PIANC) requested PRIF Transport Working Group to be part of the PIANC Working Group No.240 in developing the Guidance for Ports in Small Island Countries</p> <p>2022: ASPA requested the services of MFAT chair David Weinstein to provide technical advice in assisting the Cook Islands prepare RAMM 2022.</p> <p>The Energy Working Group met on the sides of the PPA 29th Annual Conference and Trade Exhibition on 28 Nov 2022. A Utilities CEO Dialogue with donor partners also happened in the event.</p> <p>2023: ADB and WB Application of the <i>Shared Approach for Management of Environmental and Social Risks and Impacts</i> for PIC projects.</p>	 Achieved

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
2. (continued)	2.6 Develop knowledge products and technical reports per annum in close coordination with PRIF partners, member countries, WGs and regional organizations by October 2023	<p>2020:</p> <ol style="list-style-type: none"> 1. Waste Audit Methodology: A Common Approach 2. Pacific Aviation Post-COVID-19 Short-term Strategy Study 3. Methodology for Condition Assessment of Public Sector Infrastructure Assets in Pacific Island Countries 4. Guidance Document for Regional Diagnostic Study on the Application of Building Codes in the Pacific 5. Tuvalu Waste Audit Report <p>2021:</p> <ol style="list-style-type: none"> 6. The Shared Approach for Management of Environmental and Social Risks and Impacts for Pacific Island Countries 7. Pacific Infrastructure Performance Indicators (PIPIs) 2020 8. Sanitation Options for Vanuatu and Marshall Islands 9. The Cook Islands Waste Audit Report 10. Fiji Waste Audit Report <p>2022:</p> <ol style="list-style-type: none"> 11. Sanitation Options for Vanuatu and the RMI 12. Guidance for Managing Sea Level Rise Infrastructure Risk in Pacific Island Countries 13. Updating the Post-COVID-19 Pacific Short-term Aviation Strategy 14. Pacific Clean Energy Financing Potential – Main Report and Two Annexes 15. Diagnostic Study of Pacific Water and Wastewater Association (PWWA) Utilities – Main Report and Five Annexes 16. Enhancing Procurement Practice and Local Content in Pacific Infrastructure 17. Guide to the Development of National Infrastructure Investment Plans in the Pacific 18. Inclusive Infrastructure in the Pacific: Study on Gender and Social Inclusion <p>2023:</p> <ol style="list-style-type: none"> 19. National Building Codes in the Pacific: Coordination and Harmonization Report 20. Scoping Study for a Pacific Regional Recycling Network 21. Scoping Study for a Pacific Aviation Regional Hub/ Study 22. Electric Vehicles Standards in the Pacific 23. Guidance on Economic Analysis in Planning, Appraisal and Selection of Infrastructure Projects in the Pacific 24. Airline Options for Pacific Aviation Sustainability 25. Training Needs Assessment and Proposed Training Plan for PPA Utilities 26. Training material on GESI for Infrastructure in the Pacific with Climate-Resilience Lens – in SPREP e-learning Moodle platform 27. Guidance for Managing Coastal Protection Structures in Pacific Island Countries 	 <p>Achieved</p>

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
2. (continued)	2.7 Consult with PRIF partners and other relevant organizations to include strategic themes in the first annual workplan for PMC approval by October 2023	Achieved in the approved Phase IV Workplan	 Achieved
	2.8 Maintain and expand the document library on the PRIF website by October 2023	Ongoing. Document library on the website completed in September 2020 and being updated regularly	 Achieved
	2.9 Implement a quality assurance process for PRIF TA Outputs, including liaison with sector lead coordinators and working group members, and independent review by short-term specialist consultants by October 2020	Established and ongoing: PRIF TA reports are submitted and presented to relevant working groups for discussion, comments, and quality assurance prior to finalization. Resource person contracts were utilized to peer review and supplement short-term consultants' outputs. Performance evaluation reviews of short-term consultants being conducted at the end of service contract. The Comprehensive NIIP Program was independently reviewed from April–Aug 2023.	 Achieved
	2.10 Prepare a monitoring and evaluation (M&E) plan consistent with the TA's design and monitoring framework for PMC approval by June 2020	PRIF CO theory of change team workshops conducted in March and April 2022. The PRIF Phase IV MEL Plan approved by PMC out-of-session in early Oct 2022	 Achieved
	2.11 Report quarterly and annually on progress against the M&E plan	MEL data incorporated into the PRIF Annual Reports 2022 and 2023 and quarterly reports	 Achieved
	2.12 Liaise with government counterparts of PRIF partners, member countries, and regional organizations, on proposals for assistance on demand, ongoing	Ongoing. Liaising with PIC governments and regional organizations on NIIP preparation, GESI in infrastructure; determining climate change impact scenarios for infrastructure planning; improving procurement and local participation in infrastructure projects; 2021 updating of the aviation sector strategy study, responsible sourcing of aggregates in the Pacific; promoting the shared approach to PICs; PRIF Week 2021, 2022 and 2023 Speakers/Hosts; webinars on asset condition assessment methodology; compiling and information sharing on cybersecurity initiatives in the Pacific region; diagnostic of PWWA utilities; improving national building codes in the FSM, Kiribati, and Nauru; fossil fuel subsidies study in the Pacific; virtual training on GESI in infrastructure; support of a regional energy training coordinator to PPA; and strengthening asset maintenance practices and capabilities of 5 water utilities in the Pacific. PRIF CO works with regional organizations such as PIF, SPC, SPREP, PPA, PWWA, JPRISM, PASO, ASPA, University of the South Pacific and international organizations such as UNEP, UNOPS, UNICEF, IMF-PFTAC, International Telecommunications Union CDRI, PRP, and IWC	 Achieved

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
2. (continued)	2.13 Develop sector assessments in close coordination with PRIF partners, member countries, sector working groups, and regional organizations (by October 2023)	<ol style="list-style-type: none"> 1. Assessment of water sector and training institutions and programs in Water and Sanitation under the Scoping Study for a Pacific Water & Sanitation Training Centre 2. Completed country energy profiles under the Study on Pacific Clean Energy Financing Opportunities 3. Country profiles under the Updating of the Post-COVID-19 Pacific Aviation Strategy Study 4. Profiles of five water utilities under the Diagnostic Study on Strengthening Management of PWWA water utilities 5. Assessed country and development partners' practices under the Enhancing Procurement Practice and Local Content in Pacific Infrastructure 6. Completed sector, country and development partners' practices under the Study on Gender and Social Inclusion (GESI) in Infrastructure in the Pacific 7. Sector and country assessment under the Scoping Study of Pacific Recycling Network 8. Prepared a database of Cybersecurity Initiatives in the Pacific 9. Country and development partners' assessment on the Study of Fossil Fuel Subsidies in the Pacific 10. Sector and development partners' issues and challenges under the Study on Infrastructure Risk Management and Insurance in the Pacific 11. Sector assessment under the Scoping Study of a Pacific Aviation Regional Hub/Body 12. Country assessment under the Airline Options for Pacific Aviation Sustainability 13. Profiled five PWWA water utilities under the Study on Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector 14. Assessment of country and development partners' procurement policies and practices under the Value for Money in Procurement for Pacific Infrastructure 15. Country sector assessment under the Improving National Building Codes in the Pacific including support to the FSM, Kiribati, and Nauru 16. Sector and country assessment (Samoa and Kiribati) under the Enhancing Regional Coordination for Capacity Development of Environmental and Social Management in the Pacific 	 Achieved

Level of measurement	Performance indicators with targets and baselines	Progress Report, Jan–Dec 2023	Status
Key Activities with Milestones			
2.14 Include capacity building component to regional initiatives (by October 2023)	<ol style="list-style-type: none"> 1. PRIF NIIP Program involves learning by doing—increasing local capability in national planning, budget management, and economic analysis of development projects, among others. 2. Completed two webinars on Infrastructure Asset Condition Assessment Methodology in February 2022. 3. The completed Scoping Study for Regional Water and Sanitation Training Centre included a list of training providers, training courses, costs, and funding strategy. 4. The promotion of the shared approach to PICs included capacity development and training of multiple actors in the infrastructure sector, including implementing agency project management units/project implementation units, international and local environmental and social specialists and consultants, engineers, contractors, and CSOs and nongovernmental organizations both regionally and in the PICs. The SA tools have been uploaded at the PRIF website for future use on training. 5. The short-term TA project “Virtual Training on Gender Equality and Social Inclusion (GESI) for Infrastructure in the Pacific with Climate-Resilience Lens”, through the SPREP-Pacific Climate Change Centre E-Learning Moodle Platform, delivered training modules and conducted a 3-day pilot training on the six modules. 6. PRIF supported a regional energy training coordinator to the PPA who identified and coordinated various training offerings by donors and development partners, prepared a calendar of trainings, and liaised with power utilities to ensure key staff attend the appropriate trainings. Produced a report on Proposed Training Plan for PPA Utilities which was presented at CEOs Retreat with Donor Partners during the 30th PPA Conference on 25th Sept 2023 in Saipan, Northern Marianas. 7. The TA project on “Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector” trained and mentored five water utilities in four countries in asset management, preparation of asset management improvement plans, and updating of asset registers. 8. TA project “Affordable Coastal Protection in the Pacific – Phase 3” produced a guidance document for managing coastal protection structures and provided training on the Guidance in Suva, Fiji and online on 20 November 2023. 9. Developed country-level capacity development plans for strengthening environment and social management for Samoa and Kiribati between November and December 2023. 	 <p>Achieved</p>	

Source: PRIF Coordination Office.

ANNEX 3:

REPORT AGAINST THE PRIF PHASE IV MONITORING, EVALUATION, AND LEARNING RESULTS TABLE (DECEMBER 2023 UPDATE)

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes	
LO1	Development partners provide adequate, targeted and effective funding for infrastructure development & maintenance					
LO1.1	Dollar value of financial, technical assistance and co-finance agreements committed by development partners to infrastructure projects in member PRIF countries	Australia \$119.4M (2018) New Zealand \$56.76M (2018) European Union (EU) institutions \$41.95M (2018) United States (US) \$0 (2018) Japan \$148.36M (2018) Asian Development Bank (ADB) - \$512 million in co-financing for loans and projects (2018) World Bank \$123.82M (2018)	Maintain or increase funds for Australian Department of Foreign Affairs and Trade (DFAT) New Zealand Ministry of Foreign Affairs and Trade (MFAT) EU US Department of State Japan International Cooperation Agency (JICA) World Bank European Investment Bank Specific target for ADB – Min \$640 million in co-financing for loans and projects in the Pacific	According to Lowy Institute Pacific aid map, PRIF development partners have made the following spent contributions to Pacific region infrastructure: - Australia: 149.42M in 2021 - ADB: \$1.65B in co-financing between 2019–2023 - EU institutions: 36.27M in 2021 - New Zealand: 34.02M in 2021 - Japan: 101.32M in 2021 - US: 6.44M in 2021 - World Bank: 50.78M in 2021 Notes: 1. For the Lowy Institute, the infrastructure sector includes communication, energy, transport, and water and sanitation. 2. For the Lowy Institute, the data presented cover the Pacific region, which includes all 14 PRIF member countries and regional Oceania funding.	Partially achieved	The best source of information for committed and spent development partner TA and financial contributions to the Pacific is included in the Lowy Institute Pacific aid map. The latest update includes data from 2008 up to and inclusive of 2021 and was released at the end of 2023. In general, the results on infrastructure funding are mixed between partners although in general the Pacific region amount of Overseas Development Finance in 2021 was the highest ever recorded at \$4.8B. Most of the increase has been a result of loans financing, with grant funding generally stagnant. The number of donors in the Pacific have also increased from 31 in 2008 to 63 in 2021. Also in 2021, infrastructure projects comprised 23% of the total funding commitments, some of them being multi-year endeavors (vs 14% in 2008).
LO1.2	Evidence that PRIF partner infrastructure investments finance projects in PRIF supported national infrastructure plans and other PRIF supported sector plans where these are available	N/A	Case studies/examples documenting development partner investment alignment to NIIPs and other sector plans	According to the independent National Infrastructure Investment Project (NIIP) review (2023), there is mixed evidence in terms of development partner financing of NIIP projects and other PRIF sector plans where these are available. The NIIP is regarded as a tool of relevance in funding decision-making processes in each country; however, it is not the sole tool partners have available. Projects that governments request funding for and which are not included in the NIIP priority list attract additional inquiry and due diligence from partners. In Tonga during the NIIP review visit, DFAT confirmed all pipeline projects were included in the NIIP priority list.	Not started	Reporting due at the end of program

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
LO1.2 (continued)			<p>Additional evidence on partner funding of NIIP priority lists is collected each time PRIF is commissioned to update an existing NIIP, with reviews and tracking of projects previously identified on the priority list typically included in the project scope. Development partners fund the largest share of Pacific Island infrastructure.</p> <p>Cook Islands: Almost 80% of the 43 priority projects of the 2015 Cook Islands NIIP were either completed or underway in 2021 (2021 Cook Islands NIIP review and update).</p> <p>Nauru: The 2019 Nauru Economic Infrastructure Strategy and Investment Plan (NEISIP) found that 56% of projects identified under the 2011 version of the plan were implemented and completed, in some cases with 5 or more years' delay; 14 (44%) were either discarded or were still seeking funding from the development partner's community. The review also looked at infrastructure projects started between NEISIP 2011 and 2018; of the 80 projects, 48 (61%) have been completed and 32 are either under implementation or not yet commissioned. Only a few of these projects were outlined in the NEISIP.</p> <p>Tonga: In Tonga, the Third NIIP Report identified that 61% of the projects identified in the Second Tonga NIIP of 2015 were either completed, underway or committed to by 2020.</p> <p>Solomon Islands: The Solomon Islands Priority Infrastructure Investment Pipeline of 2021 found that, by 2020, Solomon Islands advanced more than 90% of the projects identified as high priority in the 2013 Solomon Islands NIIP.</p> <p>There was no review of the Samoa Public Sector Investment Plan of 2011 under the ongoing 2023 plan.</p> <p>Tuvalu: The Tuvalu Priority Infrastructure Investment Plan (2020–2025) identified that the government advanced 83% of the projects identified as high priority under Tuvalu Infrastructure and Investment Plan of 2017.</p> <p>Kiribati, Fiji, Niue, and Palau were all completed during Phase IV for the first time. The RMI and the FSM are currently underway and the first NIIPs for these PICs.</p> <p>The second Vanuatu NIIP is on hold.</p> <p>There is no tracking of sector plans, as these have been done on a one-off basis, based on government requests.</p>		

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO1	Development partner investments in infrastructure development and maintenance are well coordinated					
IO1.1	No. of investment duplications among development partners in PRIF member countries	N/A	0	0	Achieved	<p>Avoiding duplication was ranked highest at 4.1/5 in the working group survey 2023 and has been ranked second-highest across all working group surveys from 2021–2023 with an average rating of 4/5. Working group members consistently rank fostering an open and collaborative environment very highly, with an average rating of 4.2/5 over the past few years. Collaboration and coordination are frequently noted together in qualitative data as most valued and appreciated. A good example of this was the coordination of the screening study into potential private sector investment opportunities for facilitating renewable energy development in the Pacific, which both ensured non-duplication between partners and led to a “collaborative piece of work that has genuine practical value for coordinating partner interest and potential investment.” (working group survey 2023).</p> <p>The working group survey of 2021 shows that PRIF’s coordination and information sharing role was both valued and useful to partners, particularly in a COVID-19 recovery context, in an environment where regional travel was limited. Through project pipeline updates and coordination meetings, as well as engagement with partners in developing new TA projects, PRIF identified early instances of duplication of efforts by development partners, such as an energy efficiency project in Nauru, the Manu Folau ferry replacement in Tuvalu, and the revision of the building codes in Fiji, and supported partners in coordinating this work.</p> <p>The independent PRIF Phase IV Mid-term Review (2022) found that PRIF is an effective investment coordination/ technical assistance facility that supports planning, prioritization, coordination and management of infrastructure in PICs. The review found no cases of duplication among PRIF partners and also highlighted how PRIF enabled the early identification of potential duplication among other regional stakeholders, which was able to be addressed promptly with the relevant Pacific governments.</p> <p>A range of other examples are included in PRIF Annual Reports 2021 and 2022.</p>

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO2	Development partners maximize partnering & co-funding opportunities					
IO2.1	Evidence that PRIF TA contributes to donor priorities, future pipeline development and investment design	N/A	All development partners can provide at least one example of PRIF contribution to prioritization, pipeline development and investment design	<p>In the working group survey of 2022, 52% of working group members believed PRIF TA contributed to donor priorities, future pipeline development and investment design, 48% were unsure.</p> <p>In the working group survey of 2023, 65% of partners believed PRIF TA contributed to or informed partner priorities, future pipeline development and investment design.</p> <p>Year-on-year, there is an increase of 25% in the number of partners who believed PRIF made a contribution in this space. There are no data prior to 2022 as this question was added the survey then.</p> <p>Examples include:</p> <ul style="list-style-type: none"> - ADB has recently funded ongoing work on Pacific infrastructure insurance, continuing work from a 2023 PRIF TA project on insurance, which identified short-, medium-, and long-term solutions to the challenges and costs of insurance for infrastructure projects in the Pacific, particularly for local business and contractors. Part of the short-term solution identified by the PRIF TA project is how to simplify procurement among donor partners and to develop a guideline fit for purpose for the Pacific. The new ADB study will seek to develop a handbook on procurement for insurance in the Pacific context. - In 2023, the US was looking to provide increased support in Pacific aviation, including feasibility studies and design. All proposals submitted to a US call for proposals in aviation were shared with other partners to identify potential complementary initiatives and to avoid duplication. The consolidated matrix of who is doing what and the aviation pipeline was coordinated through the Transport Working Group. - Also in aviation, in 2023 PRIF supported DFAT's development of a long-term strategy for aviation support through reports and information sharing and through engaging with different stakeholders such as ASPA and commercial partners. 	Partially achieved	Given changes over time in partner representation at PMC and working group level, it would be unrealistic for all partners to be able to provide an example. However, there is a strong indication in annual surveys as well as anecdotal evidence collected by PRIF through working group meetings and other related activities that PRIF TA projects make a strong contribution to and informs partner priorities, pipelines, and investment design.

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO2.1 (continued)			<p>- The screening study into potential private sector investment opportunities for facilitating renewable energy development in the Pacific facilitated the work of several partners who received similar proposals at the same time. Other partners may benefit from emerging considerations.</p> <p>- In 2018, in collaboration with PICs, the Pacific Regional Environment Program (SPREP), PacWastePlus, the Japanese Technical Cooperation Project for Promotion of Regional Initiative Solid Waste Management in Pacific Island Countries, Global Environment Facility and United Nations Environment Programme, PRIF developed a standard methodology for waste audits. The methodology was tested in Tuvalu in 2019 and between 2019 and 2021, PRIF and partner agencies worked together to apply its standard methodology to conduct waste audits in 15 PICs (including all 14 PRIF countries and Timor-Leste). By the end of 2021, waste data became available for all 15 countries with the reports being reviewed and shared by PRIF and partner agencies. The raw data have been imported into the Pacific Regional Inform database, which is managed by SPREP and is available to all countries. With waste generation and stockpile materials data now available and validated, PRIF and partner agencies have scoped out a regional recycling network for the Pacific region with the pre-feasibility report published in 2023, and socialization of the findings to Pacific countries to follow in 2024.</p> <p>- <i>The Shared Approach for the Management of Environmental and Social Risks and Impacts for Pacific Island Countries (2022)</i> provides guidance on ways to address environmental and social safeguard issues and challenges, particularly those that are unique to the Pacific. It establishes common methods and procedures for partners to manage environmental and social risks and impacts across an infrastructure project life cycle in cases where co-funding for projects occurs. This approach intends to make it more efficient for PRIF development partners and PICs to collaboratively manage the application of environmental and social safeguards in the Pacific. The approach is currently being piloted by ADB and World Bank in Fiji and is a significant achievement in partner coordination and harmonization.</p>		

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO2.2	No. and dollar value of development partner partnerships/co-funding agreements that PRIF coordination/TA has contributed to	N/A	Min #1 partnership/co-funding agreement Min. \$1 million cumulatively	In the working group survey 2022, 10% of working group members (n=3) believed PRIF TA contributed to partnerships/co-funding agreements during Phase IV. No dollar value was provided. In the working group survey 2023, 20% of working group members (n=4) believed PRIF TA contributed to partnerships/co-funding agreements during Phase IV. No dollar value was provided. Examples included were aviation studies and the workshop on effective legal frameworks for building the digital economy in October 2023, in partnership with PIF, the Commonwealth Secretariat, the ASB and the United Nations Conference on Trade and Development.	Partially achieved	Given this indicator focuses on pipeline investments, there are challenges in collecting/verifying data retrospectively, especially when there are changes in development partner representation and pipeline development and donor priorities evolve over time. There are many examples where PRIF's work can become catalytic over time and requires long-term tracking. The "Scoping Study for a Pacific Regional Recycling Hub" builds on previous PRIF TA projects and looks for opportunities around the establishment of the first-ever Pacific recycling hub. PRIF will monitor the evolution of the concept and potential future investments to confirm potential impact. Similar examples include TA projects supporting aviation coordination and sector strengthening post-COVID-19, Building Codes TA, Infrastructure Risk Management and Insurance TA, Pacific Clean Energy Financing Potential. The decision not to fund based on PRIF TA outcomes and recommendations is also important, if partners deem funding is better placed elsewhere. The new partner pipeline matrix now has a co-funding column, allowing partners to identify which pipeline projects are seeking additional investment. Working groups often facilitate discussions on upcoming partnership opportunities, which are pursued by partners out of session, as needed.
LO2	Pacific Island country governments mobilize and sustain capacity and investment toward priority sustainable infrastructure development and maintenance					
LO2.1	Dollar value of PIC contribution to infrastructure development & maintenance through NIIPs	N/A	Maintain or increase dollar value of PIC contribution to infrastructure development & maintenance	N/A	Postponed	National-level data on the investment in infrastructure and maintenance are difficult to obtain and may not always be available. The NIIP process may allow for these data to be collected where it is available. This indicator should be reconsidered for Phase V.

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
LO2.2	Dollar value of private sector investment in/co-financing of infrastructure development & maintenance through NIIPs	N/A	Maintain or increase dollar value of private sector investment/co-financing contribution to infrastructure development & maintenance (includes local and international)	N/A	Postponed	National-level data on the investment in infrastructure and maintenance are difficult to obtain and may not always be available. The NIIP process may allow for these data to be collected where it is available. This indicator should be reconsidered for Phase V.
LO2.3	Evidence that PRIF has contributed to PIC dialogues on infrastructure policies and regulations	N/A	Up to three case studies	<p>In the inaugural partnership health survey of PICs and regional organizations launched in 2022, 80% of PRIF Tier 1 partners (n=9) stated they believed that PRIF has contributed to country and regional dialogues on infrastructure policies and regulation (2022 partnership health diagnostic), with three examples provided.</p> <p>In the 2023 partnership health survey, 75% of partners (n=9) stated they believed that PRIF has contributed to country and regional dialogues on infrastructure policies and regulation (2023 partnership health diagnostic), with five examples provided including:</p> <ul style="list-style-type: none"> - Support with the formulation of the Solomon Islands NIIP, infrastructure pipeline; development, diagnostic study and others; - Development of country infrastructure plans, including the first-ever RMI NIIP; - Development of Nauru's national building code aligning to international standards and local needs, as well as the development of the Nauru Integrated Infrastructure Strategic Plan. <p>Additionally, in 2019, PRIF made a commitment to collaborate with SPC and fund the review of the Framework Agreement on Energy Security in the Pacific 2010–2020 (FAESP) and help develop the Framework for Energy Security and Resilience in the Pacific (FESRIP) 2021–2030. Lessons learned from the review of FAESP guided the development of FESRIP to be more inclusive, consultative, and participatory in bringing together Pacific governments, CROP agencies, PRIF donor partners, development partners, private sector organizations, academia, and other key stakeholders to collectively address energy challenges and opportunities in the Pacific in the next decade. On 5 August 2021, the Pacific Forum Leaders formally endorsed FESRIP 2021–2030 and supported continued partnership toward implementation of the framework.</p>	Achieved	

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO3	PIC infrastructure planning and management is improved					
IO3.1	% NIIPs priority projects that are completed or underway	N/A	70%	<p>An average of 72% of the project pipeline identified in the four NIIPs that reviewed implementation progress of the previous NIIP were either completed or progressed towards implementation.</p> <p>Cook Islands: Almost 80% of the 43 priority projects of the 2015 Cook Islands NIIP were either completed or underway in 2021 (2021 Cook Islands NIIP review and update).</p>	Achieved	An independent NIIP review was completed in 2023, with a range of recommendations including the strengthening of capacity building and M&E approaches around NIIPs. These recommendations will be implemented under Phase V and it is expected additional data and evidence to be collected around NIIP implementation and rollout.
IO3.1	(continued)			<p>Nauru: The 2019 Nauru Economic Infrastructure Strategy and Investment Plan (NEISIP) found that 56% of projects identified under the 2011 version of the plan were implemented and completed, in some cases with 5 or more years' delay; 14 (44%) were either discarded or were still seeking funding from the development partner's community. The review also looked at infrastructure projects started between NEISIP 2011 and 2018; of the 80 projects, 48 (61%) have been completed and 32 are either under implementation or not yet commissioned.</p> <p>Tonga: In Tonga, the Third NIIP Report identified that 61% of the projects identified in the Second Tonga NIIP of 2015 were either completed, underway, or committed to by 2020.</p> <p>Solomon Islands: The Solomon Islands Priority Infrastructure Investment Pipeline of 2021 found that by 2020, Solomon Islands advanced more than 90% of the projects identified as high priority in the 2013 Solomon Islands National Infrastructure Investment Plan.</p> <p>There was no review of the Samoa Public Sector Investment Plan (PSIP) of 2011 under the ongoing PSIP 2023.</p> <p>Tuvalu: The Tuvalu Priority Infrastructure Investment Plan (2020–2025) identified that the government advanced 83% of the projects identified as high priority under Tuvalu Infrastructure and Investment Plan of 2017.</p> <p>Kiribati, Fiji, Niue, and Palau were all completed during Phase IV for the first time. The RMI and the FSM are currently underway as the first-ever NIIPs. The second Vanuatu NIIP is on hold.</p>		

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO3.2 Evidence that PIC governments are applying NIIP processes and planning approaches into their infrastructure development & maintenance	N/A	Up to 3 case studies	<p>PIC insights on NIIP implementation and process/approach uptake for 2022 have been gathered via the PRIF CoP session in Dec 2022, which focused on the NIIP Guidelines. Representatives from three PICs (Fiji, the Cook Islands, and Tonga) provided examples of their country process/adoption of the NIIP, as follows:</p> <ul style="list-style-type: none"> - All presentations noted the increasing involvement of national consultants and government agencies in undertaking NIIP activities, and the mainstreaming of key practices promoted in the NIIP guide (i.e., “roadshows” to introduce the plan to public and private sector; or the introduction of new tools to monitor implementation). - More effective infrastructure planning and budget allocation via the NIIP process ensured identification of broader set of stakeholders and long-term capital needs discussions beyond just the immediate horizon. The Fiji Ministry of the Economy noted the importance of a transparent assessment process in supporting development of higher quality project dossiers, to communicate project rationale and preparedness, aligned to national priorities, as part of funding discussions with external donors. - Uptake of the integration of cross-cutting issues demonstrated in the case of Tonga, which is using an NIIP update process to prioritize needs following the 2022 Hunga Tonga-Hunga Ha'apai eruption, and is looking at ways to incorporate a greater gender lens as part of project identification and prioritization. In August 2023, PRIF organized an NIIP symposium with PIC representatives, seeking to gain insights from those engaged in recent NIIP implementation with a view to informing PRIF's NIIP Capacity Development Plan for Phase V. 21 people from nine PICs and collected feedback on NIIP achievements, challenges, and opportunities. Among the achievements to date, the following were recorded: <ul style="list-style-type: none"> - Government ownership and leadership of the NIIP process was noted by six participants; - Engagement, participation, and collaboration of agencies; - Strengthening of the investment planning process; - Use of multi-criteria analysis to rank projects as a key feature. 	Partially achieved	An independent NIIP review was completed in 2023, with a range of recommendations including the strengthening of capacity building and M&E approaches around NIIPs. These recommendations will be implemented under Phase V, and it is expected additional data and evidence to be collected around NIIP implementation and rollout.

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes	
IO3.2 (continued)			Key challenges to be addressed relate to mainstreaming NIIP process with other country budget processes; regular and active engagement of NIIP committees, cabinet, and appropriate bodies to oversee/monitor implementation; ongoing adherence to process by infrastructure agencies. Anecdotal evidence collected through PRIF indicates that the Housing Authority of Fiji is currently using the Methodology for Condition Assessment of Public Infrastructure Assets in Pacific Island Countries and Pacific Catastrophe Risk Assessment and Financing Initiative is using the same for their country training.			
IO4	PICs have strengthened institutional capacity in infrastructure development and maintenance					
IO4.1	Evidence that PRIF technical products/reports are adopted/utilized by PICs and/or regional organizations	N/A	60% of PIC representatives can provide at least 1 example of applying PRIF technical products/reports to their work	In the 2022 partnership health survey, 80% of Tier 1 partners believed PRIF technical products/reports are adopted by PICs and regional organizations. Of these, 100% of Tier 1 partners provided one example (n=8). In the 2023 partnership health survey, 60% of Tier 1 partners (n=6) believed PRIF technical products/reports were adopted by PICs and regional organizations, with eight examples provided including: - the Solomon Islands NIIP is used when referencing infrastructure related policies and mechanisms; - Various guidelines and documents on maintenance and condition assessments; - FESRIP; - the PPA confirms adopting PRIF reports; - the GESI course with a climate lens, to be rolled out by SPREP in 2024; - the Nauru Integrated Infrastructure Strategic Plan; - the Niue National Transport Strategy and Short-Term Action Plan 2017–2026; - Improving National Building Codes and Standards in the Pacific.	Achieved	

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO5	Enabling private sector environment is improved					
IO5.1	% PRIF TA that integrates private sector engagement/development	N/A	In 2023, 50% of all PRIF TA integrates private sector engagement/development	All NIIPs and the NIIP review integrated private sector participation. Out of the remaining seven TA projects, the following integrated the private sector: - “Support for a Regional Energy Training Coordinator for PPA”; - “Responsible Sourcing of Aggregates in the Pacific”; - “Value for Money Procurement”; and - “Pavement Design for Low-Volume Rural Roads”. In total, eight of 11 new TA projects for 2023 integrate private sector participation, accounting for 73% of all new projects.	Achieved	Reporting due in 2023.
LO3	PRIF fosters greater regional cooperation & integration on sustainable infrastructure development & maintenance					
LO3.1	% of PRIF initiatives that are designed and/or implemented in partnership with regional organizations, networks, and associations	N/A	80%	63% all new and ongoing TA projects in 2022 (including general TA projects and NIIPs) 73% of new TA projects in 2023 (incl general TA projects and NIIPs)	Partially achieved	Tracking slightly under, the indicator may need revision downwards to reflect that some TA projects are regional overviews/ benchmarking studies, which are more consultative in focus. A target of high 60s or low 70s may be more appropriate.
IO6	PRIF partners effectively with PICs and regional organizations to deliver sustainable solutions to new and existing infrastructure needs					
IO6.1	% of PICs and regional organization representatives who believe PRIF partners effectively deliver sustainable solutions to new and existing infrastructure needs	N/A	>70%	100% of Tier 1 partners believed PRIF partners were effective (Partnership Health Survey 2022) 75% of Tier 1 partners (n=9) believed PRIF partners were effective, and 25% were unsure (Partnership Health Survey 2023)	Achieved	
IO6.2	% of PIC and regional organization representatives who are interested in collaborating with PRIF on future initiatives	N/A	>80%	100% of Tier 1 partners were interested in collaborating with PRIF on future initiatives (2022 partnership health survey). 92% of partners would like to partner with PRIF in the future (2023 partnership health survey).	Achieved	
IO7	PRIF is recognized as a Pacific Infrastructure Knowledge Hub					
IO7.1	Level of awareness of PRIF brand/ publications among member countries, regional organizations, associations and networks	N/A	Min 60% of regional organizations, associations and networks have a “good” level of awareness of recent PRIF work	100% of PRIF Tier 1 partners had a “good” level of awareness of PRIF publications/ reports (40% were somewhat familiar and 60% were very familiar), according to the 2022 partnership health survey. 92% of PRIF Tier 1 partners had a “good” level of awareness of PRIF publications/reports (8% were extremely familiar, 23% were very familiar and 62% were somewhat familiar), according to the 2023 partnership health survey.	Achieved	

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
IO7.2	Online engagement	In 2020, the average number of Facebook followers was 160; on LinkedIn, the number was 150; on Twitter, the number was 600 Engagement metric on Facebook was 760; LinkedIn was 200	By 2023, number of followers across Facebook, LinkedIn, and Twitter increases by 50% By 2023, engagement across Facebook, LinkedIn and Twitter increases by 40% By 2023, number of website views will increase by 50% year-on-year	Baseline data for the number of followers: Facebook Q1 (2020) = 93 LinkedIn Q3 (2020) = 220 Twitter Q1 (2021) = 636 Endline data for the number of followers: Facebook Q4 (2023) = 4627 LinkedIn Q4 (2023) = 4,757 Twitter Q4 (2023) = N/A* Baseline data for engagement: Facebook Q2 (2020) = 1,459 LinkedIn clicks (2020) = N/A* Endline data for engagement: Facebook engagement Q4 (2023) = 24,769 LinkedIn clicks Q4 (2023) = 4,414 Twitter (2023) = N/A* Website page views in Q1 (2020) = 1,635 Website page views in Q4 (2023) = 19,019 *Following Twitter's acquisition and subsequent rebranding as X in 2022, PRIF has no longer been prioritizing engagement on X given the lower audience reach compared to LinkedIn and Facebook.	Achieved	
SO1	Development partners have increased knowledge and awareness of PIC infrastructure developments and emerging needs in the Pacific					
SO1.1	% of development partners who believe PRIF meetings provide increased knowledge and awareness of infrastructure developments and emerging needs in the Pacific	N/A	80%	94% of development partners believed PRIF meetings provided increased knowledge and awareness of infrastructure developments and emerging needs in the Pacific (working group survey 2022). 95% of development partners believed PRIF meetings provided increased knowledge and awareness of infrastructure developments and emerging needs in the Pacific (working group survey 2023).	Achieved	

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
SO1.2	% of development partners who believe PRIF meetings provide up-to-date information on partner pipelines and upcoming priorities	N/A	80%	90% of development partners who believed PRIF meetings provided up-to-date information on partner pipelines and upcoming priorities (working group survey 2022). 95% of development partners who believed PRIF meetings provided up-to-date information on partner pipelines and upcoming priorities (working group survey 2023)	Achieved	
SO2	Development partners lead effective identification and prioritization of PRIF TA					
SO2.1	% of development partners who believe working group meetings lead effective identification and prioritization of PRIF TA	N/A	80%	84% of development partners who believed working group meetings lead effective identification and prioritization of PRIF TA (working group survey 2022). 95% of development partners who believed working group meetings lead effective identification and prioritization of PRIF TA (working group survey 2022). Identification of TA is consistently ranked lowest value over the last 2 years in working group surveys (average rating of 3.6/5).	Achieved	
SO3	Working Group meetings foster an open and collaborative environment					
SO3.1	% of development partners who believe Working Group meetings foster an open & collaborative environment	N/A	80%	100% of development partners believed working group meetings fostered an open and collaborative environment (working group survey 2022). 90% of development partners believed working group meetings fostered an open and collaborative environment (working group survey 2023).	Achieved	
SO3.2	% of development partners who have attended at least three working group meetings annually	N/A	70%	62% of development partners attended at least three working group meetings annually (working group survey 2022). 38% of development partners attended at least three working group meetings annually (working group survey 2023).	Inconclusive	Data are based on the annual working group survey, which is not an accurate representation of attendance and participation. There are currently 174 working group members, some of whom attend multiple meetings. Engagement in working groups occurs both during working group sessions and outside it. Recommendation for next phase, the indicator should be revised to reflect attendance record based on full membership and engagement during and outside meetings. An alternative is to review agency representation versus individual representation as a more useful record for engagement noting attendance depends on sub-sector interest.

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
SO4	PICs technical and/or operational capacity is enhanced					
SO4.1	% PIC representatives who believe PRIF TA has supported development of appropriate tools, systems and processes to plan, implement & manage infrastructure development & maintenance	N/A	60%	80% of PIC representatives who believed PRIF TA supported development of appropriate tools, systems, and processes to plan, implement and manage infrastructure development and maintenance (2022 partnership health diagnostic). 75% of PIC representatives who believed PRIF TA supported development of appropriate tools, systems, and processes to plan, implement and manage infrastructure development and maintenance (2023 partnership health diagnostic).	Achieved	
SO4.2	% PIC government officials and personnel from government-owned enterprises who believe participation in PRIF activities have increased their technical and/or operational knowledge and awareness	N/A	60%	100% of PIC government officials and personnel from government-owned enterprises who believed participation in PRIF activities increased their technical and/or operational knowledge and awareness (2022 partnership health diagnostic). 83% of PIC government officials and personnel from government-owned enterprises who believed participation in PRIF activities increased their technical and/or operational knowledge and awareness (2023 partnership health diagnostic).	Achieved	
SO5	Cross-cutting themes are mainstreamed throughout all PRIF activities and engagements					
SO5.1	Evidence that cross-cutting themes & approaches are considered and integrated across all areas of PRIF work, as appropriate	N/A	In 2023, at least 50% of all PRIF TA integrates cross-cutting themes in design, implementation and reporting	All NIIPs integrate cross-cutting themes to different degrees. According to the independent NIIP review, sustainable infrastructure management, disaster risk reduction, and the private sector are well integrated with more attention needed to the integration of GESI under Phase V. Out of the remaining seven new TA projects, cross-cutting themes were integrated as follows: - Support for a Regional Energy Training Coordinator for PPA – private sector participation - Asset Maintenance in the Water Sector – sustainable infrastructure management - Enhancing Regional Coordination for Capacity Development of Environmental and Social Management in the Pacific – disaster risk - Responsible Sourcing of Aggregates in the Pacific – disaster risk, private sector participation - Affordable Coastal Protection – disaster risk	Achieved	

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
SO5.1 (continued)			<ul style="list-style-type: none"> - Value for Money Procurement – private sector participation and sustainable infrastructure management - Pavement Design for Low Volume Rural Roads – disaster risk, private sector, sustainable infrastructure management In total 11/11 new TA projects in 2023 integrate at least one cross-cutting theme		
SO6	All PRIF member countries are engaged in PRIF activities				
SO6.1	No. of PRIF member countries who are engaged in PRIF activities	0	14	Achieved	Mirrors outcome area b under the Design and Monitoring Framework.
SO7	PRIF is an active participant to relevant regional organization events/conferences/fora				
SO7.1	No. of regional events/conferences that PRIF is invited to speak to	N/A	Min 3/year	Achieved	<p>PRIF was invited to speak at eight regional events/conferences PRIF in 2022: Association of South Pacific Airlines Conference 2022; Pacific Islands Forum Secretariat (PIFs) Climate Finance and Public Financial Management Technical Working Group meeting; Forum Economic Ministers' Meeting, Vanuatu (paper circulated); Secretariat for the Pacific Community (SPC) 52nd meeting of the Committee of Representatives of Governments and Administrations and for the Special Thematic Session of the 12th Conference; PIFs/Pacific Regional Partnership Technical Working Group on Resilient Infrastructure and Resilient Housing; PRIF facilitated the development partners session at the Pacific Water and Wastewater Association (PWWA) 2022 Technical Conference; Global Green Growth Institute Week, and the Sendai Framework Implementation Midterm Review – Thematic Consultation on Resilient Infrastructure (United Nations Office for Disaster Risk Reduction, Coalition for Disaster Resilient Infrastructure, Accelerating Resilient Infrastructure in Pacific Small Island Developing States, Australian Aid and the Australian Pacific Climate Partnership).</p> <p>Attendance at two RAMM events as observer (2021, 2022); Attended the PWWW ministers conference in 2022.</p>

	Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
SO7.1	(continued)			PRIF was invited to speak at 12 regional events/conferences PRIF in 2023: the Water and WASH Futures Conference, 15–17 February, Brisbane, Australia; The Australia-Solomon Islands Business Forum, 18–19 April, Brisbane, Australia; the OPERA Conference, 26 April, Brisbane, Australia; ASPA Conference 2023, 28 May–3 June, Nadi, Fiji; Pacific Islands Forum/PRIF dialogue on implementation of 2050 Strategy, 5 June, Suva; 5th Pacific Regional Energy and Transport Ministers’ Meeting 2023 , 5–12 May, Port Vila, Vanuatu; 7th Pacific Water and Wastewater Ministerial Forum & 14th Conference and Expo 2023, 28 August–1 September, Koror, Republic of Palau; PASO Aviation Commercial Industry Workshop and drafting of Pacific Regional Aviation Action Plan, 30 August–2 September, Port Vila, Vanuatu; 31st SPREP Meeting 2023, 1–8 September, Apia, Samoa; APIBC’s Developing Sustainable Resilient Infrastructure in the Blue Pacific Conference and Exhibition, 25–27 September, Brisbane, Australia; 30th PPA Annual Conference and Trade Exhibition, 25–28 September, Saipan, Northern Marianas; and PFTAC Regional Workshop on Strengthening Public Investment Management in the Pacific, 27 November–1 December in Apia, Samoa.		
O5	Pilot testing					
O5.1	No. of pilot activities linked to ongoing or pipeline PRIF projects	0	At least 1	One pilot is underway with FRA, due for completion in March 2024	On track to be achieved	
O6	Capacity building					
O6.1	PRIF capacity-building approach	0	PRIF Capacity building approach developed	NIIP capacity-building approach developed in September 2023.	Achieved	The NIIP capacity building plan has been submitted to the SIM Working Group in September 2023.
O6.2	No. of PIC representatives and representatives of state-owned enterprises who benefit from capacity building activities under PRIF TA	N/A	50	In 2022: 27 PIC personnel in 1-1 formal training 249 PIC and state-owned enterprise (SOE) personnel informally trained/included in training activities/engaged 22 PIC and SOE personnel benefitted from high-level advisory services/consulting In 2023: 23 PIC personnel in formal 1-1 training through NIIPs 29 SOE personnel in formal 1-1 training on the “Asset Maintenance for Water” TA	Achieved	

Key Performance Indicator	Baseline	Target 2022/2023	Actual December 2023	Progress rating	Additional notes
O6.2 (continued)			Additional 234 PIC and SO personnel formally trained in PRIF-led workshops 13 workshops in total held, excluding NIIP-related consultation workshops Eight PIC and SOE personnel benefitted from high-level advisory services/consulting		
O7	Cross-cutting approaches				
O7.1	No. of PRIF cross-cutting approaches and associated key metrics	0	4	Four cross-cutting approaches developed in 2023 with key metrics	Achieved
O8	PRIF Community of Practice				
O8.1	No. of CoP activities implemented	0	CoP events/webinars held annually (at least six sessions)	Six in 2022 Seven in 2023	Achieved
O8.2	No. of people reached through PCOP	0	250	259 in 2022 382 in 2023	Achieved
O10	PRIF Week				
O10.1	No. of PRIF Week events held	0	3	3	Achieved
O10.2	Avg. number of PRIF Week participants at each event	0	150	Data unavailable on unique participants for PRIF Week 2021 672 unique participants in PRIF Week 2022 (incl. 500 engaged remotely via Zoom) (Brightstar PRIF Week Attendance Report) 424 unique participants in PRIF Week 2023 (incl. 309 engaged remotely via Zoom and 115 in country participants) (Brightstar PRIF Week attendance report and in-country attendance sheets)	Achieved

Source: PRIF CO.

ANNEX 4:

NATIONAL INFRASTRUCTURE PLANNING ACTIVITIES

Project Name	Brief Project Description and Status of Implementation	Status
<p>Updating of the Third Tonga National Infrastructure Investment Plan (NIIP) with impacts of Hunga Tonga – Hunga Ha’apai (HTHH) volcanic eruption and Tonga tsunami</p>	<p>In April 2022, Pacific Region Infrastructure Facility (PRIF) received a letter request from the Tonga Prime Minister’s office (PMO) to update the Third Tonga NIIP incorporating the impacts of HTHH volcanic eruption and tsunamis. The concept note was approved by the government in June 2022, with a national economist commencing services on 1 August 2022. An inception report was received mid-August, followed by consultation workshops with relevant infrastructure ministries and public enterprises in September 2022. Two screening and prioritization workshops with National Planning, the Ministry of Finance (MOF), and the Ministry of Infrastructure (MOI) were held in Oct 2022, with further consultations with MOI, the Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change, and Communications and the MOF’s Aid Coordination Unit in November. The draft Third Tonga NIIP HTHH update was received in December 2022 and sent to PMO in early January 2023. It was approved by the cabinet on 4 April 2023. The Tonga NIIP 2022–2030 was published on 25 April 2023.</p>	<p>Completed April 2023</p>
<p>Fiji National Infrastructure Investment Plan</p>	<p>The four-person team mobilized on 4 May 2022 and the inception report was presented to the Fiji Government in mid-June 2022. Two consultation missions were held in Fiji: 8–26 August 2022 for multi-sector consultation and infrastructure planning workshop; and 27 September to 26 October 2022 for validation of data analysis and finalization of prioritized projects. The second draft of the NIIP was received on 26 November 2022. With a new Government in place in 2023, the Ministry of Economy (MOE) requested additional time to consult with the government and obtain ownership prior to finalization. Several rounds of revisions were conducted, including with the new members of government and PRIF partners. The steering committee met 27 February 2023 and endorsed the report for cabinet approval. The report was approved by the cabinet on 2 June 2023 and published on 8 June 2023.</p>	<p>Completed June 2023</p>
<p>Kiribati National Infrastructure Investment Plan</p>	<p>The inception report was received by the Government of Kiribati on 1 April 2022. Two in-country workshops were held on 20 June to scope the NIIP pipeline projects and on 28 September to finalize the project pipeline and fiscal analysis. The first draft NIIP was received in mid-September 2022 and the second draft on 1 November 2022 for comments. On 8–12 May 2023, PRIF CO visited Kiribati to support the finalization and approval of the NIIP and conduct training to National Economic Planning Office staff on multi-criteria analysis of projects. The Kiribati NIIP was submitted to the cabinet for approval in June 2023, completed in August, and published in September 2023.</p>	<p>Completed August 2023</p>
<p>Niue National Infrastructure Investment Plan</p>	<p>Following a request of assistance from the Fiji Ministry of Economy, the concept note to strengthen the country’s infrastructure planning processes was approved by the Government on 2 Feb 2022. The four-person team mobilized on 4 May 2022 and the Inception Report was presented to the Government in mid-June. The international consultants conducted two consultation missions to Fiji: (i) 8–26 Aug 2022 for multi-sector consultation and infrastructure planning workshop; and (ii) 27 Sept to 26 Oct 2022 for validation of data analysis and finalization of prioritized projects. The second draft of the NIIP was received on 26 Nov 2022 and sent to Government for comments. Given the general election in Fiji was held in early Dec 2022, Cabinet submission has been deferred to early 2023. The Team Leader and the National Economist contracts were extended accordingly.</p>	<p>Ongoing</p>

Project Name	Brief Project Description and Status of Implementation	Status
External Review of PRIF Comprehensive NIIP Program	An independent review of the NIIP program was commissioned by the Pacific Region Infrastructure Facility (PRIF) Management Committee (PMC) in line with MTR recommendations to ensure it remains relevant and impactful; and to inform ongoing discussions on the design of PRIF Phase V. The Monitoring and Evaluation (M&E) specialist commenced on 20 March 2023; conducted field missions in five countries between 17 April to 15 May 2023 with the support of the PRIF M&E specialist. The draft NIIP review report was received in August, sent to PMC members for comments and presented at the 8 September PMC meeting. PRIF CO provided management response to the report. The final review report was received on 29 September 2023.	Completed September 2023
Economic Considerations in Infrastructure Planning	A TA project to strengthen the participation of PICs in the economic analysis for planning, appraisal, and selection of infrastructure investments. The project develops a practitioner guideline and capacity development activities to supplement PRIF's engagement in national investment planning. The TA project was approved by PMC in late September 2022 and commenced in mid-March 2023. An inception report was received on 23 March and a draft economic evaluation guide on 15 June 2023. The draft final report titled "Guide for Managing and Reviewing Economic Analysis in Planning, Appraisal and Selection of Infrastructure Projects in the Pacific" was received in August and presented at the SIM Working Group of 12 September 2023 and is now being prepared for publication. The guide also contains a check list to be covered when making an economic evaluation, case studies demonstrating how an assessment of an economic evaluation should be completed, and example practitioner notes for select topics such as climate change, gender, costing and locality.	Completed
Preparing the Samoa Public Sector Investment Plan (PSIP) and Energy Sector Plan	For the energy sector plan, the international energy specialist commenced on October 2022 and an inception report was received on 21 November 2022. A mission to Samoa was conducted between 23–31 January 2023 to collect baseline data on energy sub-sectors in electricity, transport, renewables, and petroleum, followed by two national workshops on: (i) energy sector assessment and planning; and (2) capacity building-training for staff of the Energy Policy Coordination and Management Division. . The first draft of the Samoa Energy Sector Plan (2022/23 – 2027/28) Volumes 1 and 2 were sent to key stakeholders for feedback on 27 March 2023. The final sector plan was completed in mid-July 2023 which was accepted by the Government of Samoa in November 2023 and officially launched on 19 December 2023.	Completed September 2023
NIIP Core Team for Program Implementation	An NIIP core team of three international specialists (a team leader, an infrastructure planning specialist, and an economist) to ensure efficiency in the delivery of the comprehensive NIIP program, through the creation of quality, consistent, tailored approach, and support to infrastructure planning capacity development. The NIIP core team commenced in November 2022 and delivered an inception report on 13 January 2023. A report on Approach to Building the NIIP Capacity Development Plan was received in July 2023 followed by a NIIP Capacity Building Development Strategy and Plan in September 2023. An NIIP Symposium was held on 2 August 2023 attended by practitioners from 13 PICs. The TA completion report was received on 18 December 2023.	Completed December 2023
Mid-term Review of NIISP 2019, Strengthening Asset Management and Preparation of Nauru Integrated Infrastructure Strategic Plan (NIISP)	The consultant team consisting of an Infrastructure Planning Specialist and an Economist mobilized on 1 Dec 2021 and submitted and presented their Inception Report to PRIF CO in mid-Dec 2021. The draft NIIP Best Practice Guide was received in mid-Mar 2022 and presented to the SIM Working Group on 12 Apr 2022 for comments and feedback. The final report was received on 11 May and uploaded on the PRIF website. It was presented to PICs through a PRF CoP webinar in Dec 2022 and to the PMC also in Dec 2022.	Completed

Project Name	Brief Project Description and Status of Implementation	Status
Strengthening RMI's National Infrastructure Investment Planning Process	Through a letter on 2 June 2023, the RMI Ministry of Works, Infrastructure, and Utilities accepted a PRIF concept note to strengthen the country's NIIP process. The TA project will review the current public investment planning process and recommend improvements, prepare a funding strategy, and prepare an implementation plan for the RMI NIIP. A three-person team (consisting of an international infrastructure specialist/team leader, a project economist and, a national infrastructure specialist/deputy team leader) commenced on 25 July 2023. The inception report was received on 3 August, followed by online and in-country consultations from 7 August to 29 September, including workshops to review the 2017 NIIP and 2016 SFIIIP and validate preliminary priority investment projects. The draft RMI NIIP was submitted to the government on 16 November and comments were received 14 December 2023. The final NIIP was expected in early January 2024.	Ongoing
Strengthening FSM's national infrastructure investment planning processes	On 2 October 2023, a letter request was received from the FSM Department of Transportation, Communications, and Infrastructure to update its Infrastructure Development Plan 2016–2025. The TA project will help review and update the plan to strengthen FSM's infrastructure planning processes and capacity. A team of international infrastructure economist, infrastructure planning specialist, and a regional infrastructure specialist were procured in November and commencement on 1 December 2023. The TA project is expected to be completed on 31 March 2024.	Ongoing
Preparation of Vanuatu Infrastructure Strategic Investment Plan	Recruitment of the two national consultants commenced in August 2022 with the national Infrastructure Specialist mobilized on 7 December 2022 and a national Economist on 11 August 2023. The country was in a 6-months' state of emergency following the twin cyclone in February 2023, so there was delay in TA commencement. The international infrastructure specialist did a country mission in July 2023 and prepared the mid-term review report, which was received on 30 August 2023. Due to ongoing delays in scheduling a Steering Committee meeting, PRIF CO wrote to the Department of Strategic Policy, Planning & Aid Coordination on 10 October 2023 advising postponement of work until further direction from the Government of Vanuatu.	Postponed

Source: PRIF CO.

ANNEX 5:

GENERAL TECHNICAL ASSISTANCE ACTIVITIES

Project Name	Brief Project Description and Status of Implementation	Status
Scoping Study for a Pacific Regional Recycling Hub	The study commenced on 8 November 2021 with a consulting firm with extensive experience in waste recycling. The inception report was received on 10 December 2021 and presented at the Urban Development Working Group meeting on 17 December 2021. A market assessment report identifying recycle materials with highest potential was received in mid-February 2022. An options report was received on 26 May and presented at the working group meeting on 22 June 2022. The pre-feasibility study report on the selected option, including a roadmap for the establishment of the Pacific Regional Recycling Network, governance arrangements, and costings, was received on 18 November and discussed at a working group meeting on 29 November 2022. The final report was received in late December 2023 and reviewed and commented on January 2023. The final version was approved in February 2023.	Completed February 2023
Infrastructure Risk Management and Insurance in the Pacific	The draft final report was received in November 2022 and presented at a special meeting of all PRIF working groups on 9 December 2022, with final comments received on 15 December. The final report was received in early January 2023 together with a draft primer for easy understanding of the recommendations. A final primer was received on 31 March 2023 and socialized at a PRIF Community of Practice event in June 2023.	Completed April 2023
Promotion of the Shared Approach for Management of Environmental and Social Risks and Impacts	Two international consultants – a social safeguards specialist/team leader and an environment safeguards specialist – commenced work on 18 July 2022 to prepare: (i) a framework for selecting common methods and procedures in the different stages of the shared approach project life cycle; (ii) a glossary and table of equivalences for environmental and social (safeguards) management terminologies; and (iii) training and promotional materials on the benefits and value of the shared approach. The shared approach training tools in the guidance document were presented to the E&S Working Group on 6 April 2023 and uploaded onto the Pacific Region Infrastructure Facility (PRIF) website.	Completed April 2023
Post-COVID-19 Aviation Support Program: Pacific Aviation Sustainability Study	The aviation planning and finance consultant and aviation network and fleet modeler for the Pacific Aviation Sustainability Study submitted the inception report on 30 September 2022; the draft final report in February 2023; and the final report in March 2023. The findings and recommendations of the report were presented at a Pacific Airlines Workshop for Pacific Aviation Safety Office (ASPA) on 29 May 2023 and the report has been published on the PRIF website.	Completed June 2023
Post-COVID-19 Aviation Support Program: Options Study for a Regional Aviation Hub	The aviation planner for the Options Study for a Regional Aviation Hub submitted the inception report on 3 August; the working paper on institutional options on 29 September; the draft final report on 27 October 2022; and the final report on 31 January 2023, which was presented at the Transport Working Group meeting of 23 March 2023. The report was presented at a Pacific Airports Workshop for ASPA on 29 May 2023. The report is now available on the PRIF website.	Completed June 2023
Regional technical assistance (TA) project Improving National Building Codes and Standards in the Pacific – Phase 1	An inception report was received on 24 December 2021 and a mid-term report on coordination and harmonization was received on 7 July 2022. For the Nauru national building code (NBC) action plan, the national coordinator commenced work on 7 February 2022. A final coordination and harmonization report was received on 10 December 2022. The report provides short-, medium-, and long-term national and regional recommendations to reinforce and improve building construction legislation, regulations, codes, and standards across the Pacific and identifies key benefits to supporting NBC regional harmonization and coordination.	Completed June 2023

Project Name	Brief Project Description and Status of Implementation	Status
Stocktake of Fossil Fuel Subsidies in the Pacific	A TA project to take stock, quantify, and evaluate the effectiveness of fossil fuel subsidies implemented in PRIF member countries, including Papua New Guinea, as well as elaborate on the impacts of fuel subsidies on household affordability, the economy, fiscal impact, balance of payments, inflation, and the environment. A two-person study team was mobilized on 1 May 2022; an inception report was received on 12 May; a detailed methodology paper with results of initial consultations and data collection in collaboration with the Pacific Community was received in Jun 2022. The draft final report was received in October 2022, which was presented at the Energy Working Group meeting of 22 November 2022. An energy adviser was engaged in August 2022 to review and guide the reports and extended until 30 June 2023 to incorporate the feedback from stakeholders on the draft final report, assist in finalizing the report by January 2023, and provide technical support to PRIF for the Pacific Regional Transport and Energy Ministers' Meeting in early April 2023.	Completed June 2023
Electric Vehicle Standards for the Pacific Region	A TA project to support the introduction and adoption of electric vehicles in the Pacific by identifying appropriate international standards, policies and regulations and development of roadmap for PRIF's member countries. The TA project commenced on 27 February 2023; the inception report was received on 10 March 2023; and the draft report on 6 May 2023, which was presented for discussion at the Mobility and Sustainable Transport in the Pacific Conference organized by Global Green Growth Institute (GGGI) on 8 May and to the Transport Working Group meeting of 22 June and to the Energy Working Group meeting of 7 July 2023 for comments. The final report was completed in August 2023 and being prepared for publication.	Completed August 2023
Initial Screening of Proposals to Facilitate Greater Private Investment in the Pacific Energy Sector	A short-term study to determine the requirements for facilitating greater private sector investment in the Pacific energy sector and conduct initial screening of two proposals against these requirements. The concept note was approved at the 1 September 2022 PRIF Management Committee (PMC) meeting and a financial/commercial advisor was contracted on 20 October 2022 and officially commenced work on 19 December 2022. The draft final report was presented at the Energy Working Group meeting of 7 July 2023 for comments. The final report was received on 31 July 2023.	Completed July 2023
Support for Regional Energy Training Coordinator	TA to support the Pacific Power Association (PPA) in coordinating various energy sector training offered by development partners, utilities, and other agencies in the Pacific. The TA project was approved by the PMC on 9 December 2021; the consultant commenced services on 20 March 2023 for 3 months; and an inception report was received on 27 March. A training needs assessment report for Pacific utilities was received in April 2023. The final report titled, "Scoping PPA Utilities Training Needs and Proposed Training Plan" was presented at the Energy Working Group meeting of 8 August 2023 and at the chief executive officers' retreat with donor partners on 25 September 2023 in Saipan, Northern Marianas.	Completed October 2023
Virtual Training on Gender Equality and Social Inclusion for Infrastructure in the Pacific	An activity to deliver virtual training on gender equity and social inclusion (GESI) in the Pacific region through SPREP-Pacific Climate Change Centre (PCCC) E-Learning Moodle Platform. The international GESI specialist who prepared the report was engaged to design, develop, and deliver the training modules to Pacific practitioners and professionals working in the nexus of climate change and infrastructure. The TA project commenced on 17 July 2023 with the inception report and draft training modules (lecture notes and PowerPoint presentations) received in August. Lecture notes for "Inclusive Infrastructure with a Climate Resilience Lens" were received on 6 September 2023 and transferred to SPREP's Moodle platform. A 3-day pilot training was held between 12 and 14 December to introduce the course and its delivery tools and format to SPREP, PCCC, academia, and private organizations in the region. A final report was received on 18 December 2023.	Completed December 2023

Project Name	Brief Project Description and Status of Implementation	Status
Regional TA project Improving National Building Codes and Standards in the Pacific [including responses to requests from Kiribati, Nauru, and the FSM – Phase 2]	Two long-term specialists including a Nauru national coordinator, and seven short-term specialists in water and sanitation, fire, electrical services, mechanical engineering, building control, and construction legal specialists (North and South Pacific) were recruited and contracted from March/May to September 2023 to provide services for 4–6 months in preparing NBCs for Nauru, Kiribati, and FSM. The team, led by a building code coordinator, submitted their inception report on 22 March 2023, which was presented at the Urban Development Working Group meeting of 30 March 2023. Preliminary reports have been accepted for the work in Kiribati, Nauru, and the FSM, while independent peer reviews were provided to the ADB-funded Fiji NBC compliance and enforcement report in April 2023 and the draft Fiji NBC and <i>Home Builders Manual</i> in June 2023. A webinar with eight Pacific countries was held on the 23 June to discuss the findings and recommendations of the coordination and harmonization report. An FSM Building Code strategy and 5-year action plan, 2024–2028 was received in October 2023. For Kiribati, a Kiribati Building Act 2023 and related regulations, the Kiribati Building Code 2023, and terms of reference (TORs) for the preparation of Kiribati building manuals were prepared and shared with the Ministry of Infrastructure and Sustainable Energy. For Nauru, a draft Nauru Building Act 2023 and associated regulations were prepared. The TA project is expected to be completed by 31 January 2024.	Ongoing
Affordable Coastal Protection in the Pacific Islands. Phase 3: Development of Guidance Documents on Management, Monitoring and Inspection of Coastal Protection Structures, and Provision of Training	Three international consultants (team leader/coastal protection specialist, coastal protection engineer, and coastal geomorphologist) were procured between June to July and an initial two-person team commenced in the last week of July. The inception report was received on 30 August and presented at the Transport Working Group meeting of 14 September 2023. The coastal protection engineer joined on 29 September. A comprehensive review of existing literature and guidance on coastal asset monitoring, maintenance, performance assessment and adaptation as well as existing approaches to managing coastal protection structures in PICs was undertaken in August and September 2023. A survey on the review of existing approaches to monitoring and maintenance of coastal protection structures was developed and run between 14 September and 14 October 2023 and was completed by 31 people from Fiji, Samoa, Kiribati, New Zealand, Australia, Singapore, the US, Vanuatu, France, and Canada. A visual inspection form to be used when undertaking monitoring, condition, and performance assessment and then decision-making on the management of coastal protection structures was developed and field-validated in four countries between 27 September and 20 November 2023. A draft guidance document for managing coastal protection structures in Pacific Island countries was received on 8 November 2023; a second draft on 3 December; and a final version on 13 December 2023. These, together with the project completion report received on 18 December 2023, are currently being reviewed. The TA project is expected to be completed by 31 January 2024.	Ongoing
Responsible Sourcing of Aggregates in the Pacific	The TA project was approved in September 2022 to improve the quality, adequacy, and responsible sourcing of aggregates for infrastructure development in the Pacific region. The TORs for two consultants (civil works specialist/team leader and an aggregates specialist) were completed in February 2023 and recruitment was completed in late June 2023. The TA project commenced in early July with the inception report received on 24 July. An interim report containing draft sector profiles of six of the 13 PRIF countries was received in late August and presented at the Transport Working Group meeting of 14 September 2023. The draft final report containing the rest of the country profiles, a knowledge base of the aggregate sector and problem analysis for infrastructure development in the countries is expected in January 2024. The TA project is expected to be completed by 28 February 2024.	Ongoing
Strengthening Maintenance Practices and Capabilities in the Pacific Water Sector	This TA project aims to build capacity in asset management and increase asset management performance of water utilities under the PWWA through certified training and mentorship. The concept note was approved at the 9 March 2023 PMC meeting; consultant TORs were prepared in April 2023, followed by recruitment. The international asset management specialists commenced on 27 May; the training institution, Infrastructure Asset Management Professionals, Incorporated (Apopo) on 1 June; and the regional coordinator on 26 June 2023. Five water utilities from the Cook Islands, Fiji, Samoa, and Vanuatu participated in a 4-week accredited training from mid-July to mid-August. The asset management specialist conducted asset maturity training, workshops and mentoring to utilities' staff on reviewing asset registers and preparing asset management improvement plans from September to end-October 2023. The training modules were compiled into an asset management manual for Pacific water utilities, including detailed case studies of the pilot entities' experience in implementing their improvement plans. A lessons learned report and roadmap to institutionalize the training into PWWA will also be prepared and presented at a joint PRIF working group meeting in early 2024. The TA project is to be completed by 15 February 2024.	Ongoing

Project Name	Brief Project Description and Status of Implementation	Status
Value for Money in Procurement for Pacific Infrastructure	This TA project aims to support good practices in infrastructure procurement in the Pacific to achieve value for money by: (i) providing a better base of knowledge of current procurement options for infrastructure; (ii) identifying concrete actions in the project cycle to generate more value for money (VfM) for the client; (iii) building capacity of procurement staff through workshops and guide and tools developed; and (iv) sharing practical recommendations and practices. The concept note was approved by PMC on 9 March and the consultant TORs was prepared in April. The three-person team commenced in late July and the inception report was received on 10 August 2023 and presented at the SIM Working Group meeting of 12 September 2023. Country consultations and a survey were conducted from mid-September to November, the results of which were presented at the SIM Working Group meeting of 27 November 2023. The draft VfM report was received on 1 December 2023 and is currently being reviewed before circulation to development partners. A virtual capacity building workshop for procurement professionals is scheduled for mid-March 2024 to present the toolkit and guide for achieving better VfM outcomes. The TA project is expected to be completed by 30 April 2024.	Ongoing
Post-COVID-19 Aviation Support Program: Pacific Aviation Regional Technical Support Services Pilot Study	The inception report of the aviation infrastructure procurement specialist for the Pacific Aviation Technical Support Services Pilot Study was received on 9 August 2022 and the draft harmonization framework on 15 October 2022. A work update was presented at the Transport Working Group meeting of 7 December 2022. The consultant tested the harmonization approaches with World Bank's Regional Airport Asset Maintenance Program in January 2023. The draft Framework for a Harmonized Procurement under the Pacific Aviation Technical Services Pilot Study was received in October 2023, presented at the Transport Working Group meeting of 14 November and finalized in December 2023. The project completion report is expected to be received in mid-January 2023.	Ongoing
Enhancing Regional Coordination for Capacity Development of Environmental and Social Management in the Pacific	This TA project aims to strengthen regional coordination among PRIF development partners to deliver sustained capacity development of environment and social management across the Pacific; and develop Country Level Capacity Development Plans (CLCDP) and other monitoring and reporting tools to inform the coordination of partners capacity development activities in the region. The concept note was prepared in March and endorsed for submission to the PMC by the E&S Working Group at its meeting on 6 April 2023. The regional coordinator commenced on 10 August 2023 and the inception report was received on 18 September 2023. Workshops were held between 16 October and 11 December 2023 in Samoa and Kiribati to assist with the preparation of CLCDPs for strengthening environmental and social management. The draft CLCDP for Samoa was produced and shared with the Ministry of Works, Transport and Infrastructure's Planning and Urban Development Agency for feedback and endorsement; while the draft CLCDP for Kiribati was shared with the Ministry of Environment, Lands and Agricultural Development for feedback and endorsement. The two CLDCPs will also be shared with the PRIF E&S Working Group to assist with efforts to coordinate their planning and delivery of capacity development support for safeguards in the Pacific. PRIF CO is developing the TORs for a web analyst and developer to assist with the establishment of an internal reporting mechanism to present information and data collected from CLCDPs and planned/existing initiatives across PRIF partners for strengthening national and regional capacities to implement safeguards across the Pacific. The TA project is expected to be completed by 28 February 2024.	Ongoing
Road Pavement Design for Low Volume Rural Roads in the Pacific, Phase 3 – Pilot with Fiji Roads Authority (FRA)	Approved by PMC on 1 September 2022, the TA project aims to implement field trials with FRA to test the suitability of locally available soil and aggregates for the construction of low-volume rural roads. The project allows for a \$350K budget to procure consultants and required equipment for soil and aggregates collection for the FRA, while they construct, at their own expense or funded by donors, ongoing road projects, with trial low-volume rural roads sections. The FRA will monitor performance for 3 years. PRIF CO prepared a memorandum of understanding with the Fiji Government for the study and the TORs for the recruitment of a firm to undertake the work for 5 months, commencing in early October 2023. An inception report was received on 30 November 2023. A resource person transport specialist was contracted in December 2023 to provide highway development and management system training support to FRA. The TA project is for completion in mid-March 2024.	Ongoing

Source: PRIF CO.

Pacific Region Infrastructure Facility Annual Report 2023

The PRIF Annual Report 2023 presents an overview of PRIF's strategic context, activities and deliverables for the period January to December 2023.

About the Pacific Region Infrastructure Facility

The Pacific Region Infrastructure Facility (PRIF) is a multi-partner coordination and technical assistance facility for improved infrastructure in the Pacific region.

The PRIF development partners are ADB, the Australian Department of Foreign Affairs and Trade, the European Union, the European Investment Bank, the Japan International Cooperation Agency, the New Zealand Ministry of Foreign Affairs and Trade, the United States Department of State, and the World Bank Group.

About the Asian Development Bank

ADB is committed to a prosperous, inclusive, resilient, and sustainable Asia and the Pacific, while sustaining its efforts to eradicate extreme poverty. Established in 1966, it is owned by 69 members —49 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.



PRIF COORDINATION OFFICE

c/o Asian Development Bank
Level 20, 45 Clarence Street
Sydney, NSW 2000, Australia
Tel +61 2 8270 9444
www.theprif.org

ASIAN DEVELOPMENT BANK

6 ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines
www.adb.org