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COOK ISLANDS, FIJI, KIRIBATI, REPUBLIC OF MARSHALL ISLANDS, FEDERATED STATES OF MICRONESIA,  
NAURU, NIUE, PALAU, SAMOA, SOLOMON ISLANDS, TOKELAU, TONGA, TUVALU & VANUATU



## **United Nations Pacific Strategy (UNPS)**

**2018-2022**

**Final Evaluation Report**

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## Map of the Pacific



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## ABBREVIATIONS

AFP	Agencies, Funds and Programmes	PIFS	Pacific Islands Forum Secretariat
AIDS	Acquired Immunodeficiency Syndrome	PPE	Personal Protective Equipment
CBF	Common Budgetary Framework	PRIEF	Pacific Regional Inclusive Education Framework
CCA	Common Country Analysis	PRP	Pacific Resilience Partnership
CCS	Country Coordination Specialist	PSDI	Pacific Sustainable Development Indicator
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	PwD	People with Disabilities
CF	Cooperation Framework	RC	Resident Coordinator
COVAX	COVID-19 Vaccines Global Access	RCCE	Risk Communication and Community Engagement
CROP	Council of Regional Organizations in the Pacific	RCO	Resident Coordinator Office
CSO	Civil Society Organization	RMS	Resource Mobilization Strategy
CYP	Couple-Year Protection	SAMOA	Small Island Developing States Accelerated Modalities of Action
DAC	Development Assistance Committee	SDG	Sustainable Development Goals
DFAT	Department of Foreign Affairs and Trade	SIDS	Small-Island Developing States
DHS	Demographic and Health Survey	SIT	Sexually Transmitted Infection
DMEG	Data, Monitoring and Evaluation Group	SPC	Pacific Community
ECE	Early Childhood Education	SPREP	Secretariat of the Pacific Regional Environment Program
FAO	Food and Agriculture Organization	ToR	Terms of Reference
FFA	Forum Fisheries Agency	TVET	Technical and Vocational Education and Training
FSM	Federated States of Micronesia	UIS	UNESCO Institute for Statistics
GDP	Gross Domestic Product	UNEP	United Nations Environment Programme
HDI	Human Development Index	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
ICT	Information and Communication Technologies	UNAIDS	Joint United Nations Programme on HIV/AIDS
IFAD	International Fund for Agricultural Development	UNCDF	United Nations Capital Development Fund
ILO	International Labour Organization	UNCG	UN Coordination Group
IOM	International Organization for Migration	UNCT	United Nations Country Team
JCAP	Joint Country Action Plan	UNDOCO	UN Development Operations Coordination Office
JIMT	Joint Incident Management Team	UNDP	United Nations Development Programme
JPO	Joint Presence Office	UNDRR	United Nations Office for Disaster Risk Reduction
JSC	Joint Steering Committee	UNDS	United Nations Development System
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
MAF	Management and Accountability Framework	UNESCO	United Nations Educational, Scientific and Cultural Organization
MCO	Multi-Country Office	UNFPA	United Nations Population Fund
MFAT	Ministry of Foreign Affairs and Trade	UN-Habitat	United Nations Human Settlement Programme
MICS	Multiple Indicator Cluster Survey	UNICEF	United Nations Children's Fund
MMR	Maternal Mortality Rate	UNIDO	United Nations Industrial Development Organization
NCD	Non-Communicable Disease	UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
NGO	Non-Governmental Organization	UNODC	United Nations Office on Drugs and Crime
OECD	Organization for Economic Co-operation and Development	UNPS	United Nations Pacific Strategy
OG	Outcome Group	UNPSF	United Nations Public Service Forum
OHCHR	Office of the United Nations High Commissioner for Human Rights	UN-Volunteers	United Nations Volunteers Programme
PacREF	Pacific Regional Education Framework	UNWFP	United Nations World Food Programme
PHT	Pacific Humanitarian Team	USP	University of South Pacific
PIANGO	Pacific Islands Association of NGOs	WASH	Water Sanitation and Hygiene
PIC	Pacific Island Countries	WHO	World Health Organization
PICT	Pacific Island Countries and Territories	WMO	World Meteorological Organization

## EXECUTIVE SUMMARY

This report presents the findings of the evaluation of the United Nations Pacific Strategy (UNPS) 2018-2022 conducted by a team of three independent consultants in the period October 2021 – March 2022. The UNPS represents the development cooperation framework between the United Nations and 14 Pacific Island Countries and Territories (PICTs).

### Coherence

The changes spurred by the United Nations Development System (UNDS) reform agenda have contributed to the strengthening of the UNPS coordination infrastructure, which in turn has helped strengthen the coherence of UNPS activities. The visibility and role of the Pacific Multi-country Offices (MCOs) as “one-stop-shops” for access to the UN system has improved from the perspective governments and other partners. Yet, while the UNPS infrastructure has helped bring the UN agencies closer together, stronger coordination and cooperation are still a work in progress. Challenges stand in the way of stronger cooperation and collaboration that require the attention of the Pacific United Nations Country Team (UNCT) under the coordination of the three Resident Coordinators (RCs). One such challenge is the fragmentation of the various UNPS groups – e.g. outcome groups, thematic groups, UN Coordination Group (UNCG) and UNCT. While these groups have improved coordination and collective decision-making in some areas, their work is often associated with weak follow-through at the practical level, resulting in higher transaction costs for the agencies. There is a need to build bridges that will facilitate the flow of information and decision making between these groups.

Pacific governments expect more effective engagement of the UN system with national institutions. While the agencies engage effectively on an individual basis with their respective line ministries, engagement with governments at the level of UNCT under the UNPS has not been systematic, coherent and integrated. While recognizing improvements made through the introduction of Joint Country Action Plans (JCAPs), some government officials also expressed concern about the lack of a fully-functional cooperation framework at the national level. In-country presence through Joint Presence Offices (JPOs) and the Country Coordination Specialist (CCS) function was raised as a key priority by most government counterparts. Overall, country-based structures need to be strengthened in the upcoming cooperation framework. Also, the UN needs to strengthen communications with national counterparts and where possible make use of existing national structures, instead of creating parallel ones.

Engagement with civil society and social partners at the level of the UNPS remains limited and has taken place in an ad hoc and sporadic manner, without a clear strategy for engagement, focus or advocacy. There is significant potential for greater engagement of civil society and community organizations in UN activities. This should be done through a strategic and well-thought-out approach shared across the UNCT. Similarly, the UN needs to take a more systematic and strategic approach at the regional and country level to engaging with the private sector. The upcoming development cooperation framework between the UN and the region’s governments must pay greater attention to the role of the private sector in the region’s sustainable development agenda, both in terms of tapping private sector financial resources and also making companies more socially responsible. Further, despite the limitations with the existing donor coordination mechanisms, the UN has opportunities for a much more significant role in the Pacific. The UN can play a greater role, alongside other regional bodies, in strengthening donor coordination at the regional level. At the country level, the UN can play a more active role in supporting the coordination capabilities of the respective government.

### Efficiency

Joint structures have increasingly become instruments for coordination and support at the country level and are valued by both the UN agencies and national counterparts. However, the JPOs/CPOs have not been fully established in every country and their network has not yet matured into the envisaged fully-fledged “one stop shops” facilitating the interactions between national institutions and the UN system. To add substantive value to

these relations, the JPOs/CPOs need to step up their roles and services. There is also a need to strengthen interconnections and the feedback loop between country-based structures and RCOs and regional inter-agency institutions. Overall, there has been a marked increase in the number of joint programmes under the UNPS as result of greater availability of funding and increased efforts by the RCOs to incentivize such programmes. For all the improvements highlighted in this report, there is still a significant lack of cohesion and efficiencies among agency programmes. Agencies still focus on their own plans agreed with their line ministries and other counterparts. Greater efforts are required by the UNCT and RCOs to create greater incentives for joint delivery.

While the agencies have mobilized substantial external financing to support the implementation of the UNPS, a functioning Common Budgetary Framework is lacking. UN agencies have tapped into several joint funds which have provided them with incentives to collaborate in the formulation of joint programme and have improved the resource mobilization results. The establishment of the New Zealand-UN Pacific Partnership enhances stakeholder coordination and coherence for financing and implementing UN programmes. For all these achievements, financing under the UNPS remains far from the Delivering as One model. Going forward, the UNCT needs continue to work towards the establishment of a fully-fledged UNPSF. Convincing donors to channel their resources through the fund will require quite a lot of advocacy and negotiations, and more importantly demonstrating the value of pooled funding.

The COVID-19 pandemic affected planning and implementation processes, requiring the UN to adjust in a short time to a new working environment. Certain activities had to be postponed. While the pandemic disrupted the implementation of many activities, the UN system was quick in adapting to changed circumstance to ensure that many activities were directly or indirectly part UN's joint COVID-19 response. The evaluation identified several improvements related to simplification, harmonization and optimization of business practices within the UN system. However, there are significant challenges that stand on the way to greater coordination and efficiencies.

### Relevance

As a longstanding and dedicated development partner of the Pacific region, the UN has provided substantial support at both regional and national levels. Although broadly formulated, the UNPS has been well-suited to the realities of the region, focusing on key regional priorities, and the Pacific's 2030 Agenda. Furthermore, the UNPS has provided the agencies with the space to channel their diverse contributions while staying within the confines of the joint strategy. And this has been achieved in a complex environment, bringing 14 countries and territories under one cooperation framework with constrained agency and RCO resources. Although broadly relevant to the region's needs and priorities, the UNPS could have been more relevant if it had been better targeted at the country level. UNPS's lack of baselines and targets for each country involved has constituted a challenge to the country-level relevance of the framework. To address this challenge, the UNPS was "rationalized" on an annual basis through the JCAPs to ensure shifting national priorities were addressed. However, JCAPs need to be linked more effectively to national policy processes such as the budgetary review and development planning. Overall, the upcoming UNPS should strike a better balance between regional and national approaches. Further, the UN needs to engage national stakeholders more effectively, not only at the formulation stage, but also during implementation, ensuring the involvement of all stakeholders, in particular civil society and social partners and the private sector.

UN agencies responded rapidly to the changing context of the COVID-19 pandemic in 2020/2021 without necessarily breaking the boundaries of the framework. UNPS activities, processes and systems have been flexible and adaptive – both in the more immediate health and humanitarian dimensions and more broadly the socio-economic response. The JIMT and PHT mechanisms were good examples of how the Pacific UNCT ensured leaving no one behind and addressing the needs of marginalized groups. Overall, the pandemic accelerated the emergence of a UNCT better equipped to deal with complex and escalating challenges. Given the impact of the pandemic, the new cooperation framework needs to be remolded to adequately respond to the region's new development landscape. It needs to promote approaches capable of sustaining an effective response to rapidly changing conditions. Further, recognizing the Pacific region's vulnerability to the devastating impacts of natural disasters and climate change, it is essential that the COVID-19 response and recovery strives to "build back better"

and promotes sustainable approaches to economic development and natural resource management. Also, a stronger sense of ownership of the COVID-19 assessments needs to be forged among national partners.

### Effectiveness

The usefulness of the UNPS results framework as a monitoring tool has been limited. UNPS outcomes were set at the regional level, lacking country specificity. For the upcoming cooperation framework, it will be crucial to establish a strong results framework with clearly defined indicators, baselines and targets. UNCT needs to identify and track more meaningful and well-defined indicators more directly connected to the work of the UN system. Also, care should be taken to develop a results framework that is underpinned by a stronger logic of disaggregation – not only by gender, but also by other relevant demographics. There is also a need to have a well-structured M&E infrastructure, with clear links from the agency level to the UNCT and from country-specific to regional results. The UNCT needs to strengthen its data infrastructure, including the coordination and data aggregation mechanisms across, operability of the UN Info system. The DMEG group needs to be strengthened and made fully operational, ensuring that it meets regularly and addresses the challenges identified in this report.

With regards to answering the key evaluation question “*What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?*” The most significant evaluation finding has been that while the UN system supporting programs are robust and making significant individual and joint contributions, there is a need for a cross-cutting programs focus on HR, Gender-based approaches, and for the targeting of UNPS programs during design stage. The stakeholders interviewed overwhelmingly shared a consensus on these two points. The findings speak to a central point of UNPS relevance with regards to the formulation and design of need based and targeted UNPS program. The central evaluation finding has been that there is a need to design in as a cross-cutting principle as well as a focus and activities that support LNOB, gender, and HRBA. For instance, the need for activities that build UN system’s and partners capacity for gender mainstreaming and human rights-based approaches was highlighted. For elaboration, see sections on relevance (responsiveness to PICTs needs and regional priorities and on effectiveness (see the section on UNPS contributions and the 6 outcome areas/findings).

### Sustainability

UN’s operations in the region have included several features that have promoted the sustainability of achievements – development of policy and legal frameworks, inclusive processes, etc. Resource mobilization has been successful and provides sound foundations for further programming in the region. However, certain aspects of sustainability require greater attention from the UNCT, such as the need for stronger national ownership of joint structures at the country level, the development of exit strategies or use of existing national mechanisms, instead of creating parallel structures. Other key sustainability issues that require greater attention are resource mobilization and knowledge sharing and institutional memory. As Pacific governments expect the UN system to expand its financial capacity, the UNCT needs to place resource mobilization on a more strategic footing. The UNCT also needs to strengthen the system for the management and sharing of knowledge and expertise across agencies and countries.

Based on the analysis presented in this report, this evaluation report has identified a set of recommendations for the consideration of the UNPS stakeholders. These recommendations are presented in the last section of this report.



## 1. INTRODUCTION

This report presents the findings of an evaluation of the United Nations Pacific Strategy (UNPS) 2018-2022 conducted by a team of three independent consultants in the period October 2021 – February 2022. The UNPS represents the development cooperation framework between the United Nations and 14 Pacific Island Countries and Territories (PICTs). It reflects the high-level results of an effective cooperation between the UN System and the respective PICTs during the programming period. The evaluation’s primary purpose was to promote greater learning and operational improvement. Overall, the evaluation has both learning and accountability purposes. The evaluation provides information for strengthening programming and results, specifically informing the planning and decision-making for the next Cooperation Framework (CF) programme cycle. The evaluation assesses the contribution of the UNPS to the Pacific region development results through evidence-based judgements using evaluative approaches. It identifies factors that have affected the UNPS’s contribution, investigating why the performance is as it is and explaining the enabling factors and bottlenecks. Further, it provides recommendations for improving the UNPS’s contribution, especially for incorporation into the new CF programming cycle.

A particular feature of this evaluation was its focus on small-island developing states (SIDS) where UN activities are coordinated by multi-country offices (MCO) that serve more than one state (see Situation Analysis in Annex XIX of this report). This evaluation takes place in the footsteps of a 2019 comprehensive MCO review that resulted in a range of recommendations aimed at improving the level of coordination and programme support provided by the UN development system in MCO settings. This evaluation takes stock of not only the realization of UNPS objectives, but also the recommendations of the MCO Review. Another particularity of this evaluation is the fact that it is based on a set of questions identified by the Pacific UN Country Team at the planning stage of the evaluation,<sup>1</sup> which are presented in the box below.

### Box 1: Questions Driving the Evaluation Process

**Relevance: Is the UNPS doing the right things?**

- To what extent are the UNPS objectives aligned and been consistent with the needs, priorities, and policies of the PICT governments (including alignment to national development goals and targets, national plans, strategies and frameworks).
- How dynamic and responsive has the UNPS been to emerging and unforeseen needs, especially those of the most vulnerable, disadvantaged and marginalized groups?
- To what extent has the UNPS implementation taken on the findings and addressed recommendations of the 2019 Multi-Country Office Review?

**Effectiveness: Has the UNPS achieved its objectives? Is the UNPS doing it right?**

Cooperation Framework:

- To what extent has the UNPS contributed effectively to provide greater clarity and transparency of results achieved and resources used?

UN System Support:

- What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?

**Efficiency: How well have resources been used?**

- Does UNPS internal coordination reduce transaction costs and create efficiencies for UNCT members implementing the UNPS?

**Sustainability: Will the benefits last?**

- What mechanisms, if any, has the UNPS planned for - and UNCT established - to ensure socio-political, institutional, financial and environmental sustainability?

**Coherence: How well does the UNPS fit?**

- To what extent has the UNPS implementation fostered coherence, through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?

Overall, the report examines whether the respective UN Country Teams (UNCTs) have prioritized support and contributed to the development of the PICTs. It assesses the leadership of the UN Resident Coordinators (RCs) in addressing the political challenges faced by the UNCTs, as well as the UNCTs’ support for collective objectives on programming and resource mobilization. The evaluation also identifies synergies, gaps, overlaps and missed

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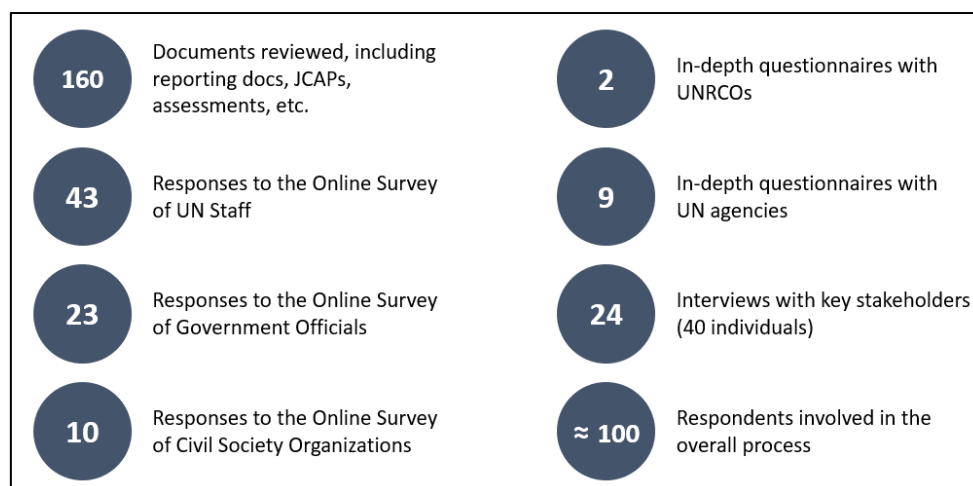
<sup>1</sup> The term “strict” here means that the evaluation team did not have the flexibility to explore additional questions emerging during the evaluation process. This evaluation process was organized to strictly stick to the eight evaluation questions listed in Box 1.

opportunities. It assesses whether the UNCTs have contributed to transformative change that goes beyond the scope of programmes and projects to facilitate progress towards the achievement of SDGs. The evaluation advises on the overall strategic positioning of the UN Development System, as well as priorities and considerations for future support. As the UN System in the Pacific starts preparing for a new cycle, the evaluation serves to inform the approach moving forward and ensure it is evidence-based.

## Methodological Approach

The evaluation was based on the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria and definitions and followed norms and standards established by the United Nations Evaluation Group. The methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, surveys, information triangulation, analysis and synthesis. The evaluation sought to collect, use and report disaggregated data wherever possible. The aspects of human rights and gender equality were assessed and taken into consideration throughout all the evaluation process. A participatory approach was taken for the data collection process. An initial questionnaire targeted the RCOs to collect preliminary information to set the stage for the review. An online survey was conducted with key staff members of UN agencies, government officials and civil society representatives, which assessed their perceptions on key UNPS matters. A wide range of stakeholders and data sources were involved in the evaluation, as shown in the figure below. About 100 individuals from the UN agencies, national counterparts and development partners participated in the evaluation. A detailed description of the methodology used for this evaluation is provided in Annex I of this report.

**Figure 1: Data Collection Methods and Sources**



Although all possible efforts were made to minimize potential limitations to the evaluation process, certain challenges were noted with regards to the absence of well-defined the baselines and targets for the UNPS indicators, inability of the evaluators to conduct a field mission and have in-person interviews with key stakeholders due to the COVID-19 pandemic, inability to engage in-depth with representatives from 14 PICTs due to the limited availability of time and resources for this evaluation, the lack of a consolidated Theory of Change for the UNPS and the lack of systematically organized and stored information about the work of the UN in the region (including progress reports, previous evaluations and assessments, etc.).

The following chapter of this report provides a description of the regional context in which the UNPS has been implemented. The third chapter provides a broad overview of the UNPS, focusing on planned results, coordination mechanisms and stakeholders. The fourth chapter presents the report's main findings and consists of four parts corresponding to the four standard evaluation dimensions: coherence, efficiency, relevance, effectiveness, and sustainability. The fifth chapter summarizes the main conclusions and identifies some "lessons learned" drawn from the experience of the UNPS. The last (sixth) chapter provides a set of recommendations for the consideration of the UN and its partners. Additional information supporting the arguments made throughout the document is provided in annexes attached to this report.

## 2. PROGRAMME OVERVIEW

This section provides a summary of the activities under the United Nations Pacific Strategy 2018-2022 (UNPS). Its objective is to highlight major UNPS activities, describe their objectives, and provide a description of key programme features, such as implementation arrangements, organizational structure, etc. This overview provides the context on which the report's successive analysis builds.

The UNPS 2018-2022 is a five-year strategic framework that outlines the collective response of the UN system to the development priorities in 14 PICTs - namely Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu.<sup>2</sup> The UNPS was designed to align with the national development plans of the countries and territories covered by the framework. The UNPS caters to six outcome areas: i) climate change, disaster resilience, and environmental protection; ii) gender Equality; iii) sustainable and inclusive economic empowerment; iv) equitable basic services; v) governance and community engagement; vi) human rights. A more in-depth summary of the expected results is presented in Annex XVI.

The UNPS was designed to respond to each country's national priorities, in line with the Pacific Leaders' call to the United Nations system to "align its work programmes and operations to support internationally agreed outcomes, including the Small Islands Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway, the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, in the Pacific region".<sup>3</sup>

The UNPS was also envisioned to facilitate the engagement of the UN system with key Pacific regional bodies, including the following:

- The Pacific Island Forum (PIF) and its Secretariat (PIFS) aim to "work to support their member governments, to enhance the economic and social wellbeing of the people of the South Pacific by fostering cooperation between governments and between international agencies". PIFS's work has undergone a significant transformation from the implementation of regional technical programmes prior to 2014 to an increasingly strategic high-level focus with the Framework for Pacific Regionalism to 2017 and the current 2050 Blue Pacific Continent Strategy. The five thematic strategies of the Blue Pacific are to be endorsed by Pacific Leaders in early 2022.
- The Council of Regional Organizations in the Pacific (CROP) agencies have a mandate to improve cooperation, coordination, and collaboration among the various intergovernmental regional organizations to achieve sustainable development in the Pacific, and as such UN agencies have maintained Memoranda of Understanding with relevant CROP members, including PIFS, SPC, SPREP, FFA, and USP. PIFS plays a pivotal role in the coordination of CROP through the provision of secretarial services and chairing of the Council.

The development of the UNPS took into consideration the UN's "Deliver as One" approach. Even though the region is of a considerable geographic size, and the countries and territories have their own particularities, UN agencies in the Pacific (both resident and non-resident) committed to aligning their work with the UNPS and contribute to its implementation, specifically by:

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<sup>2</sup> Of the 14 PICTs, Tokelau is a New Zealand territory, while the Cook Islands and Niue are self governing states with New Zealand retaining responsibility for defense and foreign affairs.

<sup>3</sup> Pacific Leaders, when considering UN's work in the Pacific, called for "enhanced close cooperation and coordination between the programmes and activities of the UN system and the Pacific Island Forum members, the Forum Secretariat and associated institutions" and further "reiterated the importance of an enhanced and effective United Nations presence; particularly at the country level, in the Pacific region". These expectations are matched by the renewed intentions of the UN system globally to align with national needs taking into account the demands of the SDGs, to adopt flexible and cost-effective models of collaboration and continue to establish flexible, differentiated and multi-country presence.

- Working in a coordinated manner to lessen the burden on Pacific governments;
- Measuring and reporting on progress in implementing the UNPS in relation to relevant objectives within each country's national plan/strategy aligned with the SDGs;
- Delivering as One UN system through coordinated programming focusing on development problems, where the expertise of several UN agencies can achieve greater impact.

**Table 1: UN's Delivering as One Approach**

<b>DELIVERING AS ONE IN THE PACIFIC</b>	
One Programme	<ul style="list-style-type: none"> <li>• Signed UNPS at the outcome level</li> <li>• Joint planning across agencies and countries.</li> <li>• Outcome groups focused on strategic policy and programme</li> </ul>
Common Budgetary Framework	<ul style="list-style-type: none"> <li>• Medium term CBF incorporating programme and operations costs.</li> <li>• Regular updates of the CBF as part of joint planning processes.</li> <li>• Joint resource mobilization strategies</li> </ul>
One Leader - One Voice	<ul style="list-style-type: none"> <li>• Empowered and unified team of leaders – Joint Pacific UNCT making joint decisions and speaking with one voice.</li> <li>• Management and accountability system</li> </ul>
Operating as One	<ul style="list-style-type: none"> <li>• Business operations strategy. Results in 2015-2017 informing BOS 2018-2022.</li> <li>• Empowered Joint Operations Management Team</li> </ul>
Communicating as One	<ul style="list-style-type: none"> <li>• Joint Pacific UN Communication and Advocacy Strategy 2018-2022.</li> <li>• UN Pacific Communication Group</li> </ul>

The programmes supporting the UNPS are nationally executed under the overall coordination of the respective government authorities in each country. Government ministries, NGOs, international NGOs and UN agencies implement programme activities. The United Nations Country Team (UNCT) in the Pacific comprises 29 United Nations agencies, funds and programmes (AFPs)<sup>4</sup> that work together on the basis of their comparative advantages. These agencies are shown in the figure below. The division of agency contributions according to the UNPS outcome areas is shown in the table below.

**Table 2: Collaborating UN Agencies under each Outcome**

<b>UNPS Outcomes</b>	<b>Collaborating UN Agencies</b>
Outcome 1	FAO, ILO, IOM, OHCHR, UNDP, UNCDF, UNEP, UNESCAP, UNESCO, UN-Habitat, UNFPA, UNICEF, UNDRR, UNODC, UN Women, WHO, WMO, IFAD, UNWFP
Outcome 2	ILO, IOM, OHCHR, UNAIDS, UNDP, UNESCAP, UNESCO, UNFPA, UNICEF, UNODC, UN Women
Outcome 3	FAO, ILO, IOM, UNCDF, UNDP, UNESCAP, UNESCO, UNFPA, UNICEF, UNODC, UN Women, WHO, IFAD
Outcome 4	ILO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UN-Habitat, UNICEF, UN Women, WHO, UNWFP
Outcome 5	ILO, IOM, UNDP, UNESCAP, UNESCO, UNFPA, UN-Habitat, UNICEF, UNODC, UNOHCHR, UN Women
Outcome 6	UNICEF, UNDP, UNFPA, OHCHR, IOM, UNAIDS, ILO, UNESCO, UN Women, UNESCAP

The Common Budgetary Framework (CBF) for the UNPS is a medium-term outcome focused budget calculated on the basis of per agency (resident and non-resident) and per country programming considerations. It provides a

<sup>4</sup> The terms AFP and agencies will be used interchangeably in this report.

resource overview that seeks to match the programming “footprint” of the UNPS 2018-2022. Where funding gaps exist, the CBF was used to inform joint resource mobilization strategies. The CBF is operationalized through more detailed output and activity level programming and planning and is reviewed and updated in the context of agreed inter-agency work planning and reporting cycles. A summary table of the CBF is presented in Figure 3 below.

**Figure 2: Common Budgetary Framework**

	( C ) TOTAL	% OF TOTAL	( A ) PROJECTED TO BE AVAILABLE	% SECURED	( B ) TO BE MOBILISED GAP (C-A)	% TO BE MOBILISED
Outcome 1	365,119,511	45%	132,270,884	36%	232,848,627	64%
Outcome 2	45,060,204	6%	26,462,110	59%	18,598,094	41%
Outcome 3	157,988,283	19%	91,343,125	58%	66,645,158	42%
Outcome 4	144,958,766	18%	75,264,839	52%	69,693,927	48%
Outcome 5	87,088,451	11%	40,025,624	46%	47,062,827	54%
Outcome 6	13,806,742	2%	11,834,242	86%	1,972,500	14%
<b>TOTALS</b>	<b>814,021,957</b>	<b>100%</b>	<b>377,200,825</b>	<b>46%</b>	<b>436,821,132</b>	<b>54%</b>

A key feature of the UNPS is that its delivery is coordinated by multi-country offices (MCO) that serve more than one state.<sup>5</sup> The MCO set-up enables the UN development system to efficiently serve multiple countries in a manner that better leverages assets and resources, increases scale to improve the scope and quality of services offered, and enables coordinated delivery. The function of the Resident Coordinator (RC) is supported by the MCOs (or otherwise known as the Resident Coordinator Offices - RCOs).<sup>6</sup>

Until November 2021, the UNPS was coordinated by two Resident Coordinators (RCs) and a Joint UN Country Team (UNCT) linked across two MCOs serving as regional hubs and operating out of Fiji and Samoa. There were 10 PICTs under the leadership of the Fiji RCO (Fiji, the Federated States of Micronesia (FSM), Kiribati, Nauru, Palau, RMI, Solomon Islands, Tonga, Tuvalu and Vanuatu) and four under the leadership of the Samoa RCO (Cook Islands, Niue, Samoa and Tokelau). The two RCOs were supplemented by a third RCO for the North Pacific in 2021.<sup>7</sup> The North Pacific (Micronesia) RCO now covers five countries, which has also reduced the number of countries covered by the Fiji RCO to five. Annex 17 shows the countries and UN agencies under each RCO.

It is important to note that the UNPS unfolded in the context of the United Nations Development System (UNDS) reform that brought several changes in the way the UN system is coordinated. Further, in 2019 the UN conducted a comprehensive review of the UN development system in MCO settings which resulted in a range of recommendations aimed at improving the level of coordination and programme support provided by UN system. This UNDS reform agenda and the MCO review have led to a number of changes in the way the UN system conducts its business in the Pacific. A key part of this process was the delinking of the RCOs from UNDP in 2019 and the transition process involved changes in RCOs’ leadership and staff. RCOs are now financed by a combination of annual allocations from the UN Development Operations Coordination Office (UNDOCO), UN agency cost sharing, discretionary or one time coordination related vertical funding, and donor support for key strategic planning processes, positions, or initiatives.

<sup>5</sup> Multi-Country Offices (MCO) are organizational set-ups for effective and tailored delivery of UN services in multi-country settings in support of government efforts to meet Agenda 2030.

<sup>6</sup> The terms MCO and RCO are used interchangeably in this report. However, not only the RCO is an MCO. Some agencies (UNFPA, UNICEF, etc.) also consider themselves as an MCO looking after 14 PICTs and in the context of the MCO reform will still remain as MCO agencies.

<sup>7</sup> The UN Resident Coordinator for Micronesia [presented his credentials to the President of the Federated States of Micronesia](#) in November 2021.

In addition to the RCOs, other key institutional structures that underpin the operationalization of the UNPS are the following:

**UN Country Team (UNCT)** – The overall UN engagement is led by the UNCT, which consists of the heads of UN agencies in the Pacific and is headed by the Resident Coordinators (RCs).

**Joint Steering Committee (JSC)** – The main governance structure of the UNPS is the system-wide Joint Steering Committee which brings together senior representatives from the respective governments and UN agencies. The JSC is co-chaired by the Governments and the UN. The JSC is supported by the RCOs which prepare agendas, support documents and run specific parts of the agenda.

**UN Coordination Group (UNCG)** – UNCG consists of deputies of agencies and is co-chaired by the deputies of UNICEF and UNFPA. Its core function is to operationalize decisions made by the UNCT. UNCG plays a key role in planning and programming – especially, the development of JCAPs, socio-economic impact assessments, etc. It supplies UNCT with analytical inputs and recommendations on programmatic matters. UNCG chairs are regularly invited to present at UNCT and are part of UNCT retreats.

**Outcome Groups (OGs)** – UNCT has established six OGs, corresponding to six outcome areas of the UNPS.

1. Climate Change, Disaster Resilience and Environmental Protection.
2. Gender Equality.
3. Sustainable and inclusive economic empowerment.
4. Equitable basic services.
5. Governance and community engagement.
6. Human rights

**Other Inter-agency Groups** – In addition to the outcome groups, the Pacific UNCT has established the following thematic groups:

- **Data, Monitoring and Evaluation Group (DMEG)** – This group consists of M&E officers of the various agencies and supports data collection, analysis, and utilization for evidence-based decision making and policy development.
- **UN Communications Group (UNCmG)** – This group comprises the agencies' communications specialists and serves as the platform for communicating as one.
- **Youth Working Group** – This group coordinates the work of the UN agencies related to youth.
- **Disability Group** – This group coordinates the work of the UN agencies related to persons with disabilities (PwDs).
- **Joint Incident Management Team (JIMT)** – Led by the Fiji and Samoa RCs, this group was established in January 2020 to coordinate the COVID-19 response efforts in health sector. JIMT includes UN entities, governments and regional organizations.
- **Pacific Humanitarian Team (PHT)** – This group was established by OCHA in 2008 to ensure that regional responders work together to deliver timely and appropriate humanitarian assistance to disaster-affected people across the Pacific. The PHT operates under the co-leadership of the Fiji and Samoa RCs, and consists of UN agencies, Red Cross, regional and bilateral organizations, national and international non-governmental organizations, faith-based and community-based organizations, and donor partners. OCHA acts as the Secretariat of the PHT and provides an online platform to share disaster response and preparedness information.

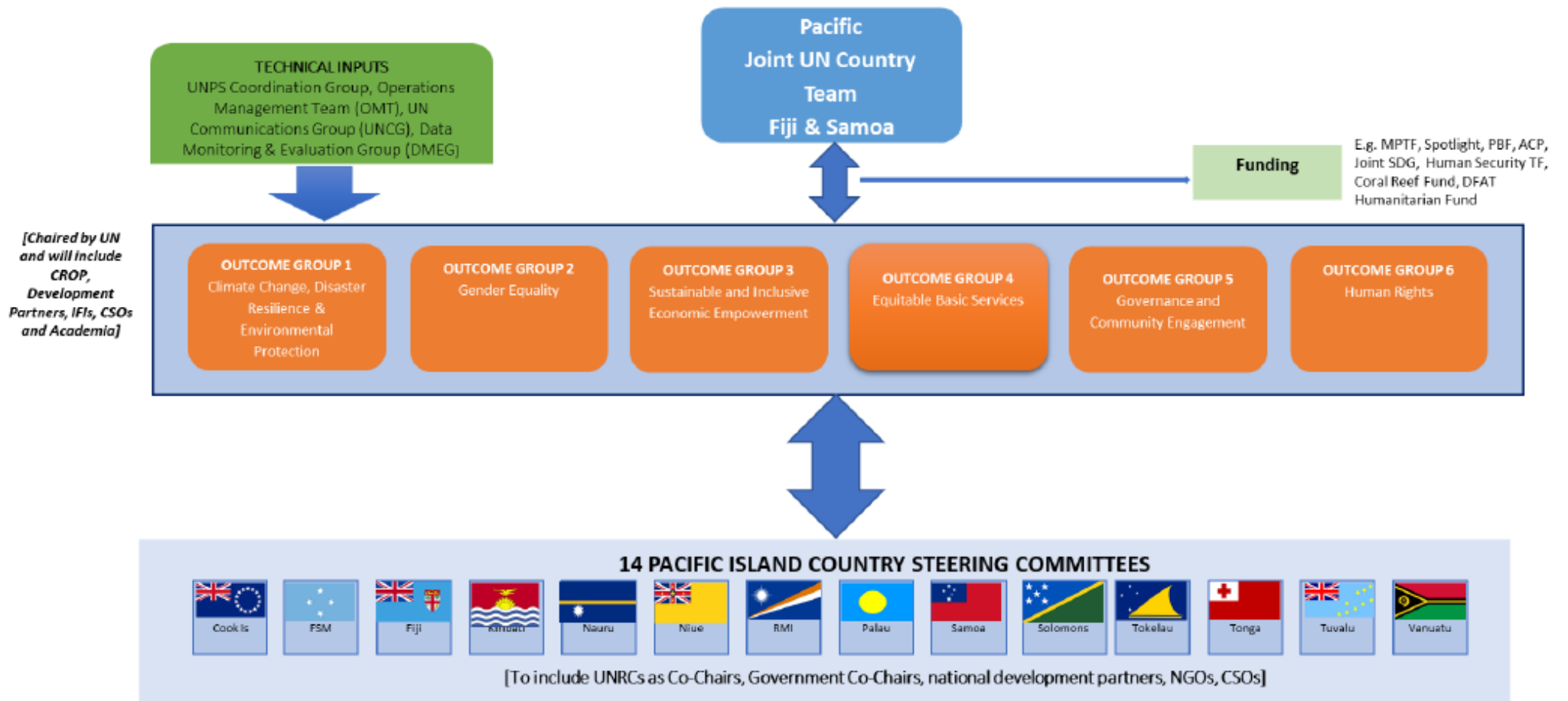
**Joint Presence Offices (JPOs)** – The geographical isolation and sheer size of the Pacific with relatively thin country administrative capacities to coordinate, plan and manage development assistance has required UN's presence on the ground, which is provided through a network of offices named JPOs. The establishment of JPOs began in 2008. Their primary role has been to serve as focal points for the RCOs in their respective countries and coordinate the activities of UN agencies and their counterparts. They support the development of strategic partnerships within and beyond the UN system and help the agencies to carry out their activities in partnership

with the government and other implementing partners in the country. They provide technical inputs to the Resident Coordinator and participating UN Agencies. They also support the UN's policy advisory services to governments and facilitate knowledge building and sharing, support capacity development activities and assist the RC in reporting and coordination of UN activities in the country. JPOs are operated by Country Coordination Specialists. In some cases, the JPO house additional project or agency staff in common premises and is called on to conduct a range of services for UN agencies, incoming regional and headquarter missions, and host governments.

***Joint Country Action Plans (JCAPs)*** – The UNPS was operationalized through the development of JCAPs. JCAPs are the tools used for joint planning, implementation and reporting. They provide a holistic picture of all the work that the UN is doing in-country and is aligned with the UNPS.

An overview of UNPS's current Governance and Accountability Structure is illustrated through the figure below.

**Figure 3: UNPS Governance Structure**





### 3. MAIN FINDINGS

This evaluation’s findings are organized in sections that correspond to the evaluation’s key criteria:

1. *Coherence* (the extent to which the activities of the UN system have been coherent);
2. *Efficiency* (whether the delivery of results has been efficient);
3. *Relevance* (the extent to which the UNPS has been relevant to the region’s priorities and needs);
4. *Effectiveness* (whether the UNPS has contributed towards development results for the region); and,
5. *Sustainability* (the extent to which UNPS benefits are likely to be sustained).

The analysis under each section of the report is organized in line with the 8 fundamental questions which have driven the evaluation and which are presented in the “introduction” section of this report. The analysis is also conducted to assess whether progress has been made in implementing the recommendations that emanated from the MCO Review.

#### 3.1. COHERENCE

As the regional strategy of the UN for the Pacific, the UNPS was motivated by the need to foster the coherence of UN activities in the region. As noted in this report’s “*Programme Overview*” section, the UN system has established the institutional foundations for coordination among UN agencies and between the UN and the governments of the region under the UNPS framework. The question is how these structures are operationalized and utilized by the UN agencies and their counterparts to foster coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and its governance structures. This question from the evaluation ToR (in the box below) will be at the center of this section of the report.

*To what extent has the UNPS implementation fostered coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?*

The analysis will center on the quality of coordination and cooperation under the UNPS, by focusing on the following dimensions:

- Adequacy of the infrastructure underpinning coordination and collaboration among UN agencies;
- Quality of UN’s partnership with the region’s governments, regional inter-governmental bodies, civil society and social partners, private sector and development partners in facilitating the implementation of the UNPS.

There are other aspects of coherence – such as joint programming – that will be discussed in other sections of this report (e.g. the efficiency section).

##### 3.1.1. Coordination Infrastructure

*Finding 1: The UNDS reform agenda and the subsequent MCO Review have contributed to the strengthening of the UN coordination infrastructure in the region. Improvements are noted in the performance of the UN Country Team, Joint Steering Committees, UN Coordination Group, etc. The performance of outcome groups and thematic groups is mixed and represents a challenge that requires the attention of the UNCT. Overall, these changes have helped the UN system in the Pacific make progress in strengthening the coherence of its activities. However, the establishment of a fully-functional and effective coordination infrastructure is work in progress and requires sustained efforts from the UNCT.*

The following is a brief assessment of the functioning of the joint UN structures in the region based on the information collected for this evaluation.

##### UN Country Team (UNCT)

One of the pillars of the implementation of the United Nations Development System (UNDS) reform agenda in the Pacific has been the invigoration of the role and functioning of the UNCT. Overall, the RCOs and agencies concur that the UNCT has served as an active and useful forum that has brought together the leadership of the UN agencies operating in the region. In the current UNPS cycle, this forum has convened with increasing frequency – five meetings took place in 2018, six in 2019, nine in 2020 (including one retreat) and ten in 2021. Following the MCO Review and with the aim of boosting inter-agency coordination at the UNCT level, the UN system in the Pacific established additional UNCTs that mirror the geographical coverage of the MCOs. So, currently, in addition to the regional UNCT, there are also three sub-regional UNCTs coordinated by the respective RCOs. Overall, the agencies find these new sub-regional UNCTs useful for strengthening the accountability of the UN system vis-à-vis national partners. These UNCTs also enable the RCOs to carry out more effectively their responsibilities in line with the UN’s Management and Accountability Framework (MAF).

Joint Steering Committees (JSCs)

The main governance structure of the UNPS is the system-wide JSC, which brings together senior representatives from the respective governments and UN agencies. In addition, the UN system started to establish in 2020 country-level *Joint Steering Committees (JSC)* as platforms for national counterparts and the UN to provide strategic direction and oversight to the implementation of the UNPS in the respective countries. Country-level JSCs oversee the implementation of the respective Joint Country Actions Plans (JCAPs). The Covid-19 crisis derailed the establishment of JSCs in 2020, but the process resumed in 2021. The table below shows the status of the establishment of country JSCs in the region. As of the time of this evaluation, three JSCs had been established and were active (Palau, Samoa and Tuvalu). Ten JSCs were in the process of being established, while the JSC for the Solomon Islands was under consideration.

**Table 3: Status of Establishment of Country JSCs**

Country	Status
Cook Islands	In progress
Fiji	In progress
FSM	In progress
Kiribati	In progress
Nauru	In progress
Niue	In progress
Palau	Active
RMI	In progress
Samoa	Active
Solomon Islands	Under consideration
Tokelau	In progress
Tonga	In progress
Tuvalu	Active
Vanuatu	First meeting planned for early February 2022

The Samoa RCO has led the establishment of a sub-regional JSC dedicated to the coordination of joint UN programmes.<sup>8</sup> This JSC operates flexibly with only Samoa representation for joint programmes related to Samoa only and with other countries' government representatives for multi-country joint programmes. Given that this structure involves primarily national representatives responsible for the 2030 Agenda (e.g. SDG Task Force, etc.), it is also used as a platform for the discussion of broader UNPS issues such as CCAs, JCAPs, UNPS implementation, etc. The Samoa RCO has also established *Technical Committees* to oversee and coordinate joint programmes. Unlike the JSCs which include only UN and government representatives, these committees have broader representation, including governments, civil society and social partners, academia and private sector representatives and report to the JSCs. In the UNCT under the Fiji RCO, joint programmes are overseen by dedicated steering committees.

The efforts to establish country-level JSCs were praised by evaluation participants. However, more than 20% of the 23 government officials who responded to this evaluation's online survey did not agree with the statement "*the Joint Government-UN Committee has convened every year and has been an important instrument of enhanced cooperation between the UN and national counterparts*". As a next step, the establishment of these joint committees needs to be completed in all countries. Evaluation participants noted that some degree of harmonization across the region is needed in terms of how these structures are set up and function. This will require greater coordination among the three RCOs. Some participants also made the case for opening up the JSCs to participation by non-state actors as a means to improving representation and strengthening the checks and balances of UNPS processes. Some government counterparts also expressed some degree of confusion about the role and responsibilities of the country-level JSCs, which indicates a need for greater clarity and information on these structures. Also, the specific role expected of JSC members representing government requires further clarification – especially, whether they are expected to engage in planning and programming, or just oversight and coordination.

#### UN Coordination Group (UNCG)

The role of the UNCG was perceived in different ways from the agencies engaged in this evaluation. Most agencies view the UNCG – which was established prior to the UN reform and before the MCO Review – as distinct from the UNCT both in form and functions.<sup>9</sup> According to this view, it plays an important role in planning and operationalizing the decisions made by the UNCT – especially, development of JCAPs, socio-economic impact assessments, etc. The other view maintains that UNCG's role overlaps with that of the RCOs. According to this view, planning under the UNPS is the RCOs' prerogative - especially their senior strategic planners and economists.<sup>10</sup> From this perspective, the UNCG structure is redundant, whereas RCOs' planning resources are underutilized. The situation is seen as inefficient, as senior agency officials (deputies) engage with tasks that should be carried out by specialized RCO staff. This situation of differing views clearly requires a clarification of roles and responsibilities by the UNCT.

#### UN Resident Coordinator Offices (UNRCOs)

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<sup>8</sup> This JSC is co-chaired by the UN Resident Coordinator and senior government representatives in charge of development cooperation in the respective countries (MFAT CEO in Samoa, MFAI CEO in Cook Islands, Secretary of the Government in Niue and the General Manager of the Office of the Council of the Ongoing Government of Tokelau).

<sup>9</sup> As has been noted earlier in this report, UNCT consists of heads of agencies, whereas UNCG consists of deputies of agencies.

<sup>10</sup> Supporters of this view refer to the Management and Accountability Framework which clarifies that "strategic planning", among other functions, is the prerogative of the RCO. "*RCOs fulfill five key functions in support of the responsibilities of the RC and the UNCT: (1) strategic planning; (2) development economics; (3) partnerships and SDG financing; (4) data, and results management and reporting; and (5) communications and advocacy. The RCO supports the RC leadership of UNCT through the provision of strategic policy, programmatic and operational advice on the above-mentioned areas, as well as any other area relevant for interagency coordination.*"

With the unfolding of the UNDS reform in the Pacific region, the role of the RCOs has strengthened. They were delinked from UNDP in 2019, with the transition process involving changes in RCOs' leadership and staff. The following are key RCO-related developments in the 2019-2021 period.

- A key milestone for the RCO system in the region has been the establishment in June 2021 of a third RCO for the North Pacific (Micronesia). It should be noted, though, that at the point of this evaluation it was too early to notice any impact of the additional RCO on the “One UN” results in the region.
- All three RCOs have strengthened their capacities in terms of both quantity and quality of human resources (in line with the UNDS reform). Overall, the RCOs feel that they now possess the right amount of human resources to carry out their functions. As will be seen further in this report, additional resources are needed to ensure UN's presence in all UNPS countries. The RCOs have advocated for the necessary funding that would enable this, but these efforts have yet to bear fruit.
- Cooperation among the RCOs has gradually intensified. RCO staff meet frequently (virtually) and collaborate on coordination, planning, analysis and reporting. Some results of this cooperation are the agreement on the upcoming cooperation framework (CF) across the three RCOs, including the roadmap, the joint “One UN” results reports, etc.
- The two original RCOs have strengthened their role in promoting joint programmes – especially in 2020 – which has resulted in increased resource mobilization.
- While the establishment of the Micronesia RCO increases the UN's geographic reach and presence in the region and improves the balance of work among the RCOs, some agencies noted that the presence of multiple RCOs has increased bureaucracy and the layers of coordination within the UN system. The solution to this is greater and more seamless coordination of the three RCOs, so that their interaction with the agencies does not represent a burden for the latter.

The invigorated role of the RCOs after the delinking from UNDP is seen positively among UN staff. About 70% of the 43 UN staff members who responded to this evaluation's online survey thought that “*the RCO has played a crucial role in coordinating agencies*”. About 76% of respondents stated that “*the recent restructuring of the RCO function is a positive development that will strengthen UN coordination and effectiveness*”. Despite the improvements noted above, evaluation participants pointed out several challenges related to the RCOs:

- Some agencies and national counterparts noted that the RCOs need to coordinate more effectively among themselves. In their view, there is still a lack of harmonization and joint thinking amongst the RCOs, especially when it comes to the frameworks used for monitoring and evaluation. The agencies expressed the need for greater harmonization of approaches used by the RCOs in the coordination of the UN system.
- There is also mismatch in the geographical boundaries of RCOs and UN agencies. Some agencies have responsibilities that overlap with those of the RCOs, whereas others are responsible for the whole region (or even beyond). This makes coordination challenging as the same agency is often required to engage with two different RCOs.
- Evaluation participants reported that the presence of multiple RCOs increases the layers of coordination and bureaucracy. Other participants pointed to high staff turnover in RCOs as a challenge. They also noted the need for RCO staff to be present in the country rather than working remotely for extended periods of time.

### Outcome Groups (OGs)

In principle, the OG format is considered a useful instrument for ensuring the consistency of planning and reporting under the UNPS. Opinions diverge when it comes to how these structures operate in practice and the substantive value they provide to the UN system in exchange for the time and other resources the agencies invest in them. Some OGs are perceived as useful fora for the discussion of technical matters. For example, evaluation participants singled out OG6 as an exemplary group that meets regularly and that serves as a platform for effective coordination. Similarly,

OG2 (on gender), which is coordinated by a dedicated UN Women staff, meets frequently (almost monthly) and serves as a platform for joint agency advocacy, information-sharing and planning of activities (e.g. inputs for the CCA, social impact assessments, major regional events such as the Tri-annual Women’s Meeting, and JCAPs). Also, OG3 and to some extent OG4 were singled out for the degree of ownership and initiative displayed by participating agencies. By contrast, the other groups do not meet systematically and their value is limited in the eyes of stakeholders. During the COVID-19 crisis, the OGs were used to develop joint projects for submission to the SG’s COVID-19 “Call for Proposals” to address emerging needs. This was seen by the agencies as a good example of how the UNPS structures were adapted to an emergency situation.

Evaluation participants identified several challenges related to the OGs:

- Some stakeholders think that the OGs are not utilized to their fullest potential. They raised concerns over the lack of clarity in the division of labour between the RCOs and OGs. The bulk of OG’s work related to reporting, tracking, communications, etc., is done by RCOs working directly with the agencies, with limited engagement of OGs.
- Also, for some participants there is no full clarity on the OGs’ reporting lines. In their view, there needs to be a clear mechanism – inclusive of reports and minutes - through which the OGs report to the UNCT.
- OGs consist of UN agency staff only. Several stakeholders interviewed for this evaluation would like to see OGs’ mandate expanded to include national stakeholders. Alternatively, OGs could organize regular coordination meetings with a wider set of stakeholder group, similarly to how the augmented format of OG2 (so-called OG++) functions.<sup>11</sup>
- OGs meet on an ad hoc basis, with a lot of variability as to how often and when they convene. OG meetings seem to be driven by events (discussions of joint programmes, thematic updates, COVID-19 response, workplans, development or quality assurance of the JCAPs, annual report, etc.). Several evaluation participants would like to see them structured more adequately, both in terms of frequency and regularity of meetings and also in terms of agenda-setting, reporting, etc.
- Some agencies noted that OGs’ responses to their requests for information (such as inputs in analytic and planning documents) are frequently late (or not provided) and of variable quality.

#### Other Inter-agency Thematic Groups

In addition to the OGs, which mirror the UNPS outcome areas, the Pacific UNCT has established several thematic inter-agency coordination groups. These groups are listed in the “*Programme Overview*” section of this report.

While the role of the thematic groups is considered important by the evaluation participants, their functioning is perceived as weaker than that of the OGs. Exceptions are the Joint Incident Management Team (JIMT) and Pacific Humanitarian Team (PHT) – two existing inter-agency groups that were reactivated in response to the Covid-19 pandemic. According to stakeholders, these structures have played an important role in the coordination of the COVID-19 response. Their division of responsibilities is clear, with JIMT focused on health sector, whereas PHT on the multisectoral response.<sup>12</sup> The coordinated efforts of these two groups, which will be discussed in more detail under the “*Relevance*” section of this report, were viewed by many evaluation participants as examples of coherence, coordinated approaches and effective interagency collaboration.

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<sup>11</sup> The augmented OG format (known as OG++) includes development partners. This augmented format is perceived by some stakeholders as a type of think-tank, with the group conducting analytical work on behalf of UN agencies and development partners in the respective areas. For example, OG 2++ has acted as a gender coordination and knowledge generation platform, meeting on a quarterly basis and engaging UN agencies, SPC and civil society and social partners.

<sup>12</sup> PHT reflected resources dedicated to the PHT cluster response and sought to mobilize new resources to ensure that humanitarian needs that arose from COVID-19 were addressed.

The following are key challenges related to the thematic groups identified by the evaluation.

- DMEG was consistently pointed out as the weakest of the thematic groups. While a well-functioning structure before the onset of the UNDS reform, it has lost its effectiveness and visibility in the last couple of years. Overall, the agencies perceive little value from it.<sup>13</sup> They are critical of DMEG’s failure to provide them with access to consolidated data and analysis that shows the progress that the Pacific UNCT has made at the regional level.<sup>14</sup> Some evaluation participants also noted the fact that DMEG’s performance has deteriorated after the initiation of the UNDS reform in the region and the takeover of the group’s leadership by the RCOs. Others linked the deterioration of DMEG’s performance to the departure of a former member who played an active leadership position. Whatever the real cause, concern with DMEG’s current performance seems to be widely shared within the UN system. The weakness of DMEG is also evidenced by the fact that it was not involved with this evaluation, when it actually should have been the main structure guiding the evaluation process and providing direct support to it.
- UNCMG is also perceived as a weak coordination structure. Although UNCT has tried to forge greater unity through the UNCMG by creating standard operating procedures for joint communications, communications among agencies have generally been fragmented and inadequate. Agency engagement with this group is weak, as some agencies don’t have dedicated communications experts and assign admin staff. There is also lack of agreement among agencies on coordination roles and budget allocations for this area of work. Further, despite the fact that a “*Communications Strategy and Implementation Plan 2019-2022*” has been developed to coordinate all the agencies’ communications activities under the UNPS 2018-2022, the Fiji RCO has been using its own communications plan. The Samoa RCO, on the other hand, has developed communications strategies for the joint UN programmes.<sup>15</sup> There has also been no knowledge management strategy at the Pacific level.<sup>16</sup>
- Also, links between the work of the OGs and the thematic groups, especially DMEG and UNCMG, need to be strengthened. One suggestion for how to do this is by having DMEG and UNCMG members participate in the OGs. This will certainly require the strengthening of the DMEG and UNCMG groups in the first place.

### 3.1.2. Partnerships

*Finding 2: The Pacific governments have embraced the UNDS reform agenda and the changes that have emanated from it. However, they expect more effective coordination of the UN system with national institutions. While the UN agencies engage effectively on an individual basis with their respective line ministries, engagement with governments at the level of UNCT has not been systematic, coherent and integrated. The improvements made through the introduction of JCAPs are well-recognized by the governments. However, they expect more effectively tailored country-specific support through an integrated policy agenda under the UNPS framework. UN’s engagement with regional (inter-governmental) cooperation bodies and processes has not been systematic, strategic and fully institutionalized, but more piecemeal and driven by occasional opportunities. Similarly, UN’s involvement of civil society and social partners and private sector at the level of UNPS remains fragmented and is not based on a solid and joint engagement strategy.*

UNPS’s “multi-agency” and “multi-country” nature necessitates effective coordination not only among the agencies, but also between the agencies and national and international stakeholders involved in the region’s development

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<sup>13</sup> Some evaluation participants even pointed out that this group stopped functioning altogether after the delink of RCO functions from UNDP in January 2019.

<sup>14</sup> DMEG is not playing its expected role of collecting data from the individual agencies and consolidating it at the regional level.

<sup>15</sup> For example, communications strategies have been developed for the EU-UN Spotlight Initiative, NZ – UN Pacific Partnership, Social Protection Plan, etc.

<sup>16</sup> The Samoa RCO has planned to develop a Knowledge Management Strategy for 2022 to capture and manage institutional knowledge on strategic and operational issues, including knowledge from the implementation of joint programmes.

process. A central question to this evaluation is: Beyond forging cooperation and collaboration among the UN agencies, to what extent has the UNPS infrastructure contributed to the strengthening of coordination and partnerships with external partners? The following is a brief summary of the findings of this evaluation in relation to partnerships with the region's governments, regional cooperation structures, civil society and social partners, private sector and development partners.

### National Authorities

The Pacific governments have fully embraced the UNDS reform agenda and have recognized the invigorated RC function, increasing their engagement with the RCOs as the primary interface of the UN system in their respective countries. They are appreciative of the contributions of the UN system, as will be seen in the “*Relevance*” and “*Effectiveness*” sections of this report. Government counterparts also noted improvements in resource mobilization under the UNPS. However, while recognizing the contributions of the UN system to the region, government representatives also provided a critical assessment of the UNPS structures and processes.

First of all, several national counterparts involved in this evaluation perceive the UN to not be working in a fully-coordinated manner. While the agencies engage effectively on an individual basis with their respective line ministries, engagement at the level of UNCT under the UNPS has not been systematic, coherent and integrated. Government representatives interviewed for this evaluation reported that the UN agencies generally engage independently with line ministries and in a manner that is not coordinated centrally - i.e. government to UNCT. Also, communications between the UN and the respective governments require improvement. Some government representatives interviewed for this evaluation showed limited knowledge of the UNPS and the activities of the UN system outside of their narrow area of engagement with specific agencies.

While recognizing improvements made through the introduction of the JCAP concept, some government officials also expressed concern about the UN's limitations in providing tailored country-specific support through an integrated policy agenda under the UNPS framework. A main reason for this has been the lack of a fully-functional cooperation framework at the national level – starting with the national JSCs – bringing together key partners to collaborate and jointly monitor and review progress on the UNPS. Furthermore, government stakeholders reported not having been involved adequately in the design of the current UNPS. Representatives of UN agencies suggested that a country-level review of coordination practices, political buy-in from national counterparts and utilization of existing national structures by the UN system will be useful and will strengthen the sustainability of the UNPS.

### Regional Cooperation Bodies

At its inception, the UNPS was envisaged to complement the work of regional organizations, in particular the Council of Regional Organizations in the Pacific (CROP), comprising, among others, the Pacific Islands Forum Secretariat (PIFS), the Pacific Community (SPC), Secretariat of the Regional Environment Programme (SPREP), the Forum Fisheries Agency (FFA), the University of the South Pacific (USP), in line with the regional priorities as outlined in the Framework for Pacific Regionalism. The UNPS, however, was not explicitly linked to regional priorities – especially, those embodied in the Blue Pacific Strategy<sup>17</sup> and in the mandates of PIFS and other CROPs. Although there was considerable overlap, this was not done in a deliberate way.

Following the MCO review, the Fiji RCO was given a clear mandate and distinct accountability to lead in building stronger synergies with intergovernmental regional and subregional organizations. The UNCT has cooperated with Pacific regional entities across a number of programmes. Some regional partnerships were established along the lines of UNPS priority areas. The two main regional inter-governmental organizations with which the UN had engaged are

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<sup>17</sup> The 2050 Strategy for the Blue Pacific Continent (in draft format) outlines the long-term vision of the region and the steps to achieve that vision.

PIFS and SPC. Additionally, the UN was reported by evaluation participants to have engaged with several regional initiatives, examples of which are provided in the box below.

### **Box 2: Examples of UN's Involvement with Regional Initiatives**

The following are examples of regional initiatives with which the UN was reported by evaluation participants to have been involved in the current programme cycle.

- Covid response via Pacific Joint Incident Management Team and joint work on health systems strengthening. The UN helped the establishment of regional mechanisms to address the impacts of the pandemic, such as the Pacific Humanitarian Pathway on COVID-19.
- Engagement on climate change with the Pacific Resilience Partnership (PRP),<sup>18</sup> Pacific Climate Change Migration and Human Security Programme and support via the CROP+ mechanism;
- Statistics and SDG monitoring in the region;
- Pacific Gender Coordination Group and the work under the Pacific Partnership to End Violence Against Women and Girls;
- Engagement on Human Rights, starting from Situational Analysis Report to joint collaboration to design and deliver capacity-building trainings and support for reporting to UN human rights treaty bodies;
- Pacific Digital Economy Programme;
- Engagement on education under Pacific Regional Education Framework;
- Support to Sustainable Tourism;
- Regional and national dialogues on the development of food system pathways and work on strengthening capacities to address climate change impacts on biosecurity and food security.

Some degree of engagement with regional bodies and initiatives has taken place within the infrastructure the UNCT has established for inter-agency coordination or adaptations of this infrastructure. For example, the OG2 has established an expanded group - the Pacific Gender Coordination Group - co-chaired by SPC and UN Women as a standalone structure regardless of whether there will be an OG2 or not in the next cooperation framework. Opening up OG2 to this wider audience ensures that joint work takes place in broader spaces than the UN. UN Women co-chairs with SPC the Pacific Gender Taskforce, established to strengthen coordination between regional organizations, UN agencies, women-led civil society organizations, and development partners working on gender across the Pacific. A sub-group of the taskforce, the Gender Technical Working Group, meets regularly to support strategic engagement in regional and global gender equality fora. Within the Pacific Development Forum and the extended PHT, the UN shares and receives information on the work that is carried out by the other actors. In support of integrated disaster risk resilience and climate change, the UN has engaged closely with the PIF in the development of the Framework for Resilient Development in the Pacific, which was adopted by PIFS leaders.

The UN and CROP have established several thematic working groups in key areas, which are listed in the box below. Although important for the coordination of the UN system with CROP, these groups meet sporadically, do not have a solid infrastructure basis and their meetings do not follow any protocol or reporting rules.

### **Box 3: CROP Structures**

2021 Formal CROP Taskforces:

- Nuclear Legacy Issues in the Pacific
- 2050 strategy for the Blue Pacific Continent
- International Engagement and Advocacy for Ocean Events

<sup>18</sup> The Pacific Resilience Partnership was established by Pacific Island Forum Leaders in September 2017 to support the implementation of the Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management 2017–2030 (FRDP) responding to the call for by Pacific Islands Forum Leaders in 2016 in their Pohnpei Statement: Strengthening Pacific Resilience to Climate Change and Disaster Risk.



- Socio economic impact assessment
- 2021 CROP working groups:
- Gender
  - Human Resources Development
  - ICT
  - Energy technical
  - Marine sector
  - Pacific sustainable development (UN)
  - Communications
  - Corporate

The Pacific region boasts multiple regional structures and initiatives organized across thematic areas or geographical or political boundaries. Their number is so large that it was impossible to review in this report.<sup>19</sup> For all the improvement the UN has made in engaging with some of them, UN's collaboration with Pacific regional bodies is work in progress. The following are some ideas provided by evaluation participants on the issue of regional cooperation.

- Despite the existence of the UN-CROP working groups noted above, some evaluation participants noted a lack of strategic thinking on how UN and CROP agencies could be complementary and mutually supportive of each other. They perceived some degree of competition for funding between UN agencies and CROP structures. They pointed out the need for better coordination and stronger complementarities. The UNPS could be used more effectively to enable practical joint programmatic engagements with CROP agencies at the country level.
- PIFS, as the regional gate keeper of the UNPS outcome areas, plays a convening role from the CROP agencies and facilitates the coordination of the regional initiatives. As PIFS' mission shifts from technical projects to high-level economic socio-political strategies and positioning of PICTs within the global community, there is an opportunity for the UN to build up the technical support capacity to underpin the enhanced role of PIFS.<sup>20</sup> This could be best achieved as part of a joint exercise by the whole UN system.
- To strengthen the capacity of PIFS to guide the CROP Committee in engaging with the UNPS, the Secretariat of the Pacific Community could be supported by the UN to build up its Regional Data Hub. The collection and monitoring of SDG indicators for the Pacific region currently undertaken by the Pacific Data Hub could be adapted not only to the country level (feeding into the national VNRs), but also to tracking the UNPS's results framework at the regional level. This is an area that SPC and UNESCAP have been working on regionally and offers potential partnering opportunities for a regional offer.
- Another challenge is the lack of active and effective engagement by the UN structures with existing regional coordination mechanisms in the Pacific. There are a range of initiatives identified by the participants of this evaluation that present the UN with potential for beneficial cooperation. A review of these initiatives and opportunities for cooperation falls outside the scope of this evaluation. However, one example of a regional structure that presents the UN with significant potential for cooperation is the PRP. This is a partnership set up to enable Pacific members to pool their resources, capacities and expertise to jointly address and drive resilience action at national, sub national, regional and international levels; coming together under a single umbrella mechanism in a coordinated and cohesive manner. The PRP is multi-disciplinary and includes actors that work in sectors including social science and gender, physical and social vulnerabilities, climate change, disaster risk management, finance, engineering, science, ecosystems etc. PRP runs a number of technical working groups in areas such as Risk Governance, Disaster Risk Financing, etc. Although engagement between the UN and PRP has been present, it has not been structured in a sustainable way. The PRP working groups, for example, provide

<sup>19</sup> The [online](#) document “*Introducing the Samoa Pathway*” provides a summary of some of these regional structures and initiatives.

<sup>20</sup> With its increasingly high level strategic regional and global focus, it is still the most appropriate intergovernmental regional organization which the UN can effectively engage through the PICTs Heads of Governments.

a good platform for more solid cooperation between the UN and the region, which is currently not tapped effectively by the UN system.

Several stakeholders involved in this evaluation noted that the UN has lacked a system-wide strategic approach to engaging with regional cooperation bodies and processes (and in particular the CROP agencies). Although the UNPS document has noted that “*UN agencies (meaning individual agencies) will maintain Memoranda of Understanding with relevant CROP members, including PIFS, SPC, SPREP, FFA, and USP*”, the UN has not adopted a solid engagement strategy for regional structures in the Pacific. Efforts made by UNCT in this direction in the current cycle have been limited. A staff member in the Fiji RCO has been assigned as a dedicated focal point to look after the regional initiatives. While a good first step, it is not sufficient. The UNCT needs to come up with a well-thought-out strategy for how it will engage with regional structures and processes. This could be part of the upcoming cooperation framework and should be based on a careful mapping of all the regional cooperation structures on the ground, assessment of the role they play in fostering regional cooperation and identification of opportunities for engagement by the UN system that would lead to greater coherence and efficiencies for both sides. Once the assessment and identification are completed, the three RCs must provide strong leadership and coordination in jointly negotiating a partnership framework with the relevant regional structures/initiatives and CROP agencies grounded on a clear division of labour based on respective comparative advantages.

### Civil Society and Social Partners

Individual agencies reported significant engagement of civil society and social partners during the current programme cycle. This was also confirmed by the CSOs involved in this evaluation. There have been also some examples of broader engagement of civil society and social partners across agencies. One such example is the establishment of the Civil Society Reference Group for the Spotlight Initiative (CS-NRG) based on the guidelines of the Spotlight programme. Recognizing the role of civil society and social partners in the broader programme, the Samoa RCO decided to involve the CS-NRG in consultations across other joint programmes, in the preparation of the CCA and development of the new Cooperation Framework. There has also been increased engagement with CSOs in the Cook Islands, Niue, Samoa and Tokelau through national social protection technical committees and JSCs in 2020-21, which has provided entry points and a good basis for the UNSDCF consultation process to build on. Another example is a recent series of virtual meetings organized by the UNCTs with CSOs.<sup>21</sup>

In spite of the above-mentioned examples, engagement with civil society and social partners at the level of the UNPS remains limited and has taken place in an ad hoc and sporadic manner, without a clear strategy for engagement, focus or advocacy. CSO representatives engaged in this evaluation pointed out that UNPS and JCAP priorities are identified on the basis of consultations with governments, with marginal engagement from civil society and social partners. Overall, engagement between the UN system and civil society and social partners takes place primarily at the level of individual agencies.<sup>22</sup> Several constraints outside of the control of the UN make engagement challenging. The coverage of 14 different countries with different levels of CSO representation is a major challenge, which can be mitigated through a sound engagement approach and plan. Another challenge is the weak capacity of CSOs in the region (this includes reporting, financial management, IT skills and funding).

Nevertheless, there is significant potential for greater engagement of civil society and community organizations in UN activities. This should be done through a strategic and well-thought-out approach shared across the UNCT – something

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<sup>21</sup> The CS-NRG has a broad representation of civil society established through a guided selection process by the Samoa RCO.

<sup>22</sup> A good example well-structured consultation mechanism established at the level of an agency is the Tripartite Forum of Samoa established by the ILO to include unions, employer organizations, professional associations and the Government. While not purely a civil society mechanism, the Tripartite Forum is a great platform for ILO’s consultations with various stakeholders and constituencies.

that thus far has not been done. The following are some elements of such an approach suggested by evaluation participants.

- The engagement of civil society and social partners should start from the planning stage, including the preparation of the upcoming cooperation framework. An example of this are the virtual missions in 2020 with countries where UNCT had dedicated sessions with CSOs. This practice should be maintained and further institutionalized. The UNCT should also explore options for greater engagement of CSOs in programme implementation, especially service delivery. It will also be useful to see how CSOs could be involved more effectively in the monitoring of UNPS results. Possible cooperation with bodies such as the Pacific Islands Association of NGOs (PIANGO) could be explored.
- The inter-agency coordination infrastructure should be further opened for involvement by civil society engagement. While the UNCT has encouraged JSCs to include the representatives of civil societies, evaluation participants stressed the importance of further opening up of country-level JSCs to civil society engagement. Another suggested measure is the engagement of civil society engagement with outcome groups in a formalized and well-structured fashion, along the lines of the OG2 (augmented format).
- CSOs engaged in this evaluation demanded greater support from the UN system for their capacities. A dedicated UN programme to improve the capacity of NGOs across PICTs to participate in development cooperation was identified as a priority by civil society and social partners. The UN can also do more to create greater space for the involvement of CSOs in the region's development processes.

#### Private Sector

Private sector engagement with the UN activities has taken place primarily at the level of project boards/steering committees established by the UN agencies for their projects.<sup>23</sup> At the level of the UNPS, the private sector is represented in the Joint Steering Committee through the Chamber of Commerce and the Tripartite Forum. The private sector is also represented in the Technical Committees of Joint Programmes across the four PICTs under the Samoa RCO. The limited role of the private sector in UNPS is linked to its weak role in development activities. The private sector in the Pacific is generally small and fragmented, with a limited awareness of social or environmental responsibilities. Pacific governments too lack strong capacity in steering private companies towards development causes and creating public-private partnerships.

Despite these challenges, the UN needs to take a more systematic and strategic approach at the regional and country level to engaging with the private sector. The RCOs could explore options for cooperation with the Pacific Islands Private Sector Organization (PIPSO) and the Pacific Islands Trade Unions (PICTU). The upcoming development cooperation framework between the UN and the region's governments must pay greater attention to the role of the private sector the region's sustainable development agenda, both in terms of tapping private sector financial resources and also making companies more socially responsible. Any resource mobilization strategy that might be developed under the new cooperation framework identify actions for channeling the resources and contributions of the private sector more effectively towards the country's development objectives.

#### Development Partners

There is no established regional donor coordination mechanism in the Pacific. Coordination among development partners takes places at the country and sectoral levels. Some countries, such as Samoa, have established development

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<sup>23</sup> A good example of engagement with the private sector is the Samoa Knowledge Society Initiative, which has engaged technology companies Digicel and Vodafone to provide solutions for greater access to information for communities.

cooperation committee, in which the UN system is represented by the respective RC. There are also some regional coordination mechanisms such as Pacific Gender Coordination Group.<sup>24</sup>

Evaluation participants recognized the RCOs' contributions to donor coordination at both the country level and regional level. For example, RCOs have facilitated the UN-New Zealand Strategic Partnership Framework for the Pacific and the UNPS Fund, which has served a good platform for coordination between the respective UN agencies and New Zealand.<sup>25</sup> In 2020, the Fiji RCO conducted two development partner forums at a regional level - one focused on climate financing and the other to present UNCT's COVID-19 Multisectoral Response Plan. At the country level, the country coordination specialists have provided secretariat functions or supported key government ministries to conduct donor roundtable discussions. RCOs have organized ad hoc virtual meetings with the donor community in Cook Islands, Niue and Tokelau. The intention is to make these meetings regular in 2022.

However, UN agencies see the role the RCOs have played thus far in donor coordination as limited. A greater degree of coordination with development partners is done by the agencies themselves on a bilateral basis.<sup>26</sup> Also, development partners think that there is the room for better coordination and information-sharing between the UNCT and development partners. Furthermore, some development partners think that the UN could play a greater role, alongside other regional bodies, in coordinating development effectiveness in the region. They also think that the UN system is well-positioned to support Pacific governments in improving their capabilities to coordinate development assistance at the country level.

## 3.2. EFFICIENCY

The UNPS was motivated by the need to lower transaction costs in planning, implementation, monitoring and evaluation of UN activities in a region that consists of small states/territories with common challenges and a common regional integration vision. Additionally, a number of agencies are non-resident, necessitating closer inter-agency coordination. This section provides an assessment of the efficiencies created by the UNPS by focusing on the question below.

*Does UNPS internal coordination reduce transaction costs and create efficiencies for UNCT members implementing the UNPS?*

This section delves into the assessment of efficiencies created by the UNPS, with a focus on the following dimensions:

- Country-level Presence and Coordination
- Joint Programming
- Joint Financing
- Operational Efficiencies

### 3.2.1. Country-level Presence and Coordination

*Finding 3: At the country level, JPOs/CPOs and JCAPs are increasingly becoming instruments for the coordination and support of country-level structures and are valued by both the UN agencies and national counterparts. However, they have not yet matured into the envisaged fully-fledged “one stop shops” facilitating the interactions between national institutions and the UN system. JPOs/CPOs need to step up their roles and services.*

<sup>24</sup> This group was established under the Pacific Partnership to End Violence against Women and Girls.

<sup>25</sup> It should be noted that this is limited only to the agencies that participate in the partnership with New Zealand.

<sup>26</sup> For example, WHO and WFP have recently signed an agreement with the European Union (EU) under the EU-PIFS Financing Agreement to help the countries in the region mitigate the impacts of COVID-19.

*There is also a need to strengthen interconnections and the feedback loop between country-based structures on one hand and RCOs and regional inter-agency institutions on the other hand.*

As was noted in the previous section of this report, for all the challenges of joint delivery, the UNPS's coordination infrastructure has helped the Pacific UN team to deliver more efficiently and lower transaction costs, while being more accountable to national counterparts and donors. The role of joint structures at the country level has been a crucial factor of the efficiency of planning, execution and reporting. Two key joint structures at the country level have been the Joint Presence Offices (JPOs) and Joint Country Action Plans (JCAPs).

#### Joint Presence Offices (JPOs)

The JPO concept in the Pacific dates back to 2008 when the first offices were established by UNDP, UNFPA, UNICEF and UNWOMEN, with each agency leading their establishment and funding their operations in one or more countries.<sup>27</sup> JPOs were designed as “one stop shops” for host governments in their communications with the UN system as a whole. They were expected to help with the decentralization of UN operations at the country level, where representation of each individual agency would not be cost effective given the relatively small size of portfolios.<sup>28</sup> This arrangement was reflected in the UNPS where JPOs were tasked to assist with the facilitation and coordination of implementation and reporting on the basis of the results framework.

With the start of the UN reform, responsibilities for the operation of the JPOs were transferred to the RCOs. The offices are now called “Country Presence Office” (CPOs) and the network is now funded from the RCOs' budget. Each office is staffed by a national staff called “Country Coordination Specialist” (CCS) who facilitates liaison and coordination between national institutions and the UN system through the RCOs.<sup>29</sup>

The Fiji RCO operates four JPOs/CPOs in the Solomon Islands, Vanuatu, Tuvalu and Tonga. In Fiji, the RCO itself plays the role of the JPO/CPO. The Micronesia RCO operates three JPOs/CPOs in Palau, RMI and Kiribati, in addition to the MCO office in FSM. Nauru, due to its limited presence, does not have a JPO/CPO. The Samoa RCO has limited information as to whether there were any JPOs in its sub-region prior to 2019 (when the RCO office was reconfigured under the DCO reform).<sup>30</sup> Currently, the Samoa RCO reported to have a lack of country presence in the Cook Islands, Niue and Tokelau. In most countries, CPOs are co-located with other UN entities in spaces usually provided by hosting government; although in some cases the RCOs rent commercial space and costs are shared by participating agencies.

By virtue of the extensive UN footprint in the PICTs, the JPO/CPO network is valued by the partners, and in particular hosting governments. Their role is also attractive to UN entities and programmes that are not resident in country. As for the larger agencies, while they have the opportunity to benefit from and draw on the services of the JPO/CPO network, they make limited use of them. These agencies have long-standing historical ties and well-established communications channels to line ministries.

Overall, the JPOs/CPOs have not matured yet into the envisaged fully-fledged “one stop shops” facilitating the interactions between national institutions and the UN system. To add substantive value to these relations, these offices have to step up their roles and services. The following are some measures that participants of this evaluation thought would improve the role and functioning of the JPOs/CPOs.

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<sup>27</sup> The JPOs were a response to demands by PICTs for better support by the UN for the development challenges that small island developing states (SIDS) faced.

<sup>28</sup> A 2015 study of the JPO commissioned by the UN highlighted “the central importance of the JPO model and the efficiencies of being able to connect with a central coordination and liaison role in relation to all UN activities”.

<sup>29</sup> In the case of the Solomon Islands, the JPO/CPO has also had a UNV in addition to the CCS.

<sup>30</sup> Anecdotal information indicates there have been JPOs in the past, but the RCO has insufficient information to assess their role in relation to the UNPS. According to available information, there were JPOs in Niue and Cook Islands until 2019 which were funded by UNDP. For Tokelau there was a UNV based on the island in 2018.

- By far, the greatest concern that government officials expressed in relation to the UNPS is the lack of a strong footprint in all islands. As a priority, RCOs need to ensure the network’s full and effective coverage of the region. While agencies such as UNICEF reported to have increased their presence in PICTs in line with the recommendations of the MCO Review, RCOs are still lacking presence in a few countries. The main barrier to ensuring this has been funding for the operation of the JPOs/CPOs. The RCs have lobbied actively to secure adequate resources to maintain the JPO/CPO network, including with development partners who are active in the region. This remains work in progress that needs to be brought to a completion.
- There is also a need to strengthen the role and capacity of the JPOs/CPOs. The CPO role is viewed by stakeholders as pivotal for the coordination, planning, and monitoring of future JCAPs (when they become sound programming tools). However, currently, these offices lack the capacity to provide host governments and national stakeholders with support on programme design and operational matters, beyond the facilitation of communications. One constraint to the effectiveness of the JPOs/CPOs is the fact that the coordinators (CCS) are general staff who have no substantive skills and functions. For JPOs/CPOs to play a greater role with programmatic and operational support to the agencies and their national partners, it will be necessary to strengthen the competencies of the coordinators to include functions such as country and sectoral analyses, support for programme development, monitoring of activities, etc. From this perspective, the role of the coordinator might also be conceived as a seconded RCO position in the Foreign Affairs/Finance/Planning agency of the respective host government helping with substantive tasks such as planning, programme development, general donor coordination, etc. This shift in the role of coordinators is also dictated by recent improvements in communication technologies accelerated by COVID-19 which enable RCOs to communicate directly with national partners without the need of coordinators on the ground. The “country presence” concept requires a well-thought-out and well-established model that reflects the views of both agencies and national governments. The RCOs need to agree to a harmonized approach for the JPOs/CPOs. The Fiji RCO is currently conducting a stock-taking exercise on UN premises in the five countries under its purview, but this exercise should include the other two RCOs and respective UNCTs and national partners. This evaluation recommends an expanded assessment/review of the “country presence” structures and needs, conducted in a coordinated fashion by all three RCOs. Such an expanded exercise will be a good opportunity to review the mandate and operations modality of the JPOs/CPOs and come up with a model that reflects current realities and needs of the UN agencies and national governments. Any enhancements in the role of country coordinators should be done in the context of the review of the mandate and operations modality of the JPOs/CPOs noted above.
- There is also a need for the UN agencies - especially the larger ones - to embrace the role of the JPOs/CPOs and be willing to rely of them for certain tasks which need to be agreed beforehand at the level of the UNCT. The lack of buy-in from the agencies will undermine these institutions and lead to fragmentation, inconsistencies and waste of resources within the UN system. The RCOs also need to step up their efforts in improving the visibility of the JPOs/CPOs in the eyes of national partners. This evaluation found that national stakeholders are not always clear about the role and responsibilities of these offices. National stakeholders should be provided with clear messages about the mandate and role of the JPO/CPO network. These messages will need to be consistent, whether they are coming from the RCOs or the agencies.

#### Joint Country Action Plans (JCAPs)

One of UNPS’s novelties has been the introduction of country-specific JCAPs and respective annual country-level consultations with key national stakeholders. When the UNPS was launched in 2017, the idea was to align it with priorities of the 14 countries in the region, so the JCAP process was introduced precisely to bring the UNPS closer to the country level and to connect and translate UNPS priorities into country priorities. With shifting priorities and the emergence of the COVID-19 crisis, JCAPs were seen by the RCOs as crucial for “translating” the UNPS to country priorities on an annual basis. JCAPs were formulated for all countries for 2019, 2020 and 2021. Reporting (reviews),

on the other hand, have been inconsistent. In 2019 and 2021, not all countries received a review, whereas in 2020 no reviews were conducted due to COVID-19.

While the annual formulation of JCAPs for each country is one of the tools recommended by the MCO review for the country-level operationalization of the UNPS, they have not led to a more effective implementation of the UNPS at the national level. Evaluation participants from national governments noted that JCAPs are important instruments at the country level as in principle they translate the UN's strategic priorities for the respective countries. Although there have been improvements in how activities at the country level are planned through the JCAPs, their implementation has encountered several challenges.

- There is a disconnect between the UNPS results framework and the results identified in the JCAPs. Agency and country representatives noted that JCAPs are not used to translate UNPS's regional outcomes into concrete, measurable and time-bound outputs and activities for each country/territory. A solution suggested by some evaluation participants was to have from the beginning of the cycle a Pacific-wide cooperation framework linked to RCO-specific outcomes and country-specific JCAPs. This would enable results-based management at the country level, while still allowing for aggregation at the regional level.
- JCAPs and associated results frameworks are not formulated on the basis of a rigorous individual country planning exercise, involving a thorough analysis of needs and priorities. The current CCA process is a significant improvement as it involves country analyses and the input of the agencies at the country level. Some country and agency representatives suggested that the formulation of JCAPs should be linked to national budget review and planning processes in order to ensure the integration of country-level UN activities into the sectoral and national plans, which will eventually enhance ownership and reduce transaction costs.
- JCAPs are formulated on annual basis and there is currently no process in place to review, discuss and adjust them mid-way during the year.
- Some agencies reported that the transaction costs of putting together the annual JCAPs are high, especially for small agencies that have a regional office presence and no country programmes as such.
- Some government and civil society and social partners engaged in the evaluation are not fully familiar with the JCAPs and do not refer to them when dealing bilaterally with the agencies.

### 3.2.2. Joint Programming

***Finding 4: The number of joint programmes under the UNPS has increased substantially in the last couple of years. This has been primarily a result of greater availability of funding for joint projects and increased efforts by the RCOs to incentivize such programmes. For all the improvements in joint delivery highlighted in this report, there is still a significant lack of cohesion and efficiencies among agency programmes. Greater efforts are required by the UNCT and RCOs to create stronger incentives for joint delivery.***

As has been noted previously in this report, an area of notable progress by the UN system in the Pacific has been the joint delivery of projects/programmes at the regional and country level. In 2021, the Pacific UN team counted about 80 such projects/programmes, from a total of 15 in 2020. This is a significant number compared to other countries and regions and relative to the size of the overall Pacific programme. The full list of joint programme in the current programme cycle compiled by the RCOs is provided in Annex XIII to this report. Some of these joint programmes/projects have been of strategic nature, addressing key regional or national priorities at the policy level. By virtue of their common teams and budgets, these projects have enabled the agencies and national partners to reduce overall transaction costs and reduce the fragmentation of programmes. The increase in joint programming is a result of several factors, some of which will be reviewed further in this report. However, two factors were singled out by evaluation participants as key contributors to joint programming.

- The utilization of joint funds (e.g. Joint SDG fund, SG fund for COVID responses, Spotlight Initiative, UN Pacific Partnership Fund, etc.) have provided the UN agencies with strong incentives to collaborate in the formulation of joint proposals.
- RCOs have played a key role in promoting joint programming by investing their convening power, technical expertise and seed funding in the development of joint submissions, as part of a more coordinated resource mobilization effort by the UN agencies. The RCOs have also played a key role in tracking the progress of joint programmes and submitting regular reports to the respective funds.<sup>31</sup> Further, the RCOs have supported the UNCT in the joint promotion of SDGs in the region<sup>32</sup> and in particular the formulation of VNRs.<sup>33,34</sup>

For all the improvements in joint projects, actual programme development remains primarily driven by donors and individual agencies, rather than a shared process. Joint programmes primarily result when the providers of funds prefer a programme that engages more than one UN agency. When it comes to starting a new project, most often agencies manage a tight process, directly negotiating with the respective line ministry and with little interaction with other sections of the UN – certainly, when no incentives are in place to encourage joint projects. When incentives for joint programming are not available, the agencies tend to compete for resources, recognition and visibility. Thus, overall, agencies still operate in silos, sometimes even running quite similar activities in parallel to each other.

The following are some key challenges identified in the course of this evaluation.

- Most collaboration between the agencies does not result from a common reading of the UNPS forged in the outcome or thematic groups, but from concrete opportunities for financing, joint actions and common interests.
- For the agencies, the most essential planning tools are their own planning frameworks agreed with their line ministries and other counterparts. Working jointly and sharing resources under the joint programming modality is still in its infancy.
- National counterparts singled out the projectized nature of agency interventions as a key challenge.
- Evaluation participants noted that cooperation and coordination among agencies have been more focused on information sharing and less targeted at the establishment of collaborative arrangements based on complementarities.
- Some evaluation participants reported that most of the coordination and collaboration among agencies (e.g. on joint advocacy, activities or programmes) take place on a bilateral basis or using coordination mechanisms outside the UNPS infrastructure.
- Some agencies raised the need for greater clarity of criteria and processes used by the RCOs in forging joint activities (such as submissions for joint programmes). Also, more effort is required from the agencies to demonstrate joint work towards higher efficiency and better results.

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<sup>31</sup> Some evaluation participants also noted that the intensity of RCOs' efforts in the promotion of joint programmes diminished in 2021, especially with regards to the SIDS-specific call, with the latter suffering as a result. The agencies noted that "*coordination among the UN agencies is much stronger when the RC takes a hands-on role*".

<sup>32</sup> In pursuing the SDG Agenda, the RCO's core function has included: strategic analysis and planning; oversight of the UN country programming cycle; representation of and support of UN Secretariat and UN agencies (incl. non-resident agencies); support to national coordination systems and processes; development and management of shared operational support services; crisis management preparedness and response; external communication and advocacy; human rights and development; joint resource mobilization and fund; and general UNCT oversight and coordination.

<sup>33</sup> The following PICTs have produced VNRs: Samoa – twice, Kiribati, Tonga, FSM; Palau; Nauru; Fiji; Vanuatu and Solomon Islands. Cook Islands and Niue have not submitted VNRs, but are in the process of preparing submissions for 2022.

<sup>34</sup> For example, the Samoa RCO led UN's support for Samoa's 2nd VNR. The process that the RCO put in place included broad consultations for data validation with all custodians of SDG indicators, including non-resident UN agencies, as well as OECD, IMF, WB and others.



Areas where there is potential for greater collaboration and joint delivery among the UN agencies include: resource mobilization strategy, thematic policy advisory services, a research agenda for the thematic areas, training including results-based management, monitoring, and evaluation, strategies for capacity building, knowledge management strategy<sup>35</sup> and South-South Cooperation.

### 3.2.3. Joint Financing

*Finding 5: While the agencies have mobilized substantial external financing over the last four years to support the implementation of the UNPS, a functioning Common Budgetary Framework that underpins activities at the regional level is lacking. UN agencies have tapped into several joint funds which have provided them with incentives to collaborate in the formulation of joint programme and have improved the resource mobilization results of the UNCT. The establishment of the New Zealand-UN Pacific Partnership enhances stakeholder coordination and coherence for financing and implementing UN programmes. The establishment of a fully-fledged UNPSF remains a key objective to be pursued in the upcoming programme cycle.*

The increasing number of joint programmes is expected to be accompanied with improvements in the overall financial performance of the UN system and reductions of costs, which is the ultimate goal of the UN reform. A key aspect of the efficiency of the operations of the UN system in the Pacific is the way in which UNPS activities are financed. Two key instruments have played a role in this area in the current programme cycle – the common budgetary framework and the joint funds available to UN agencies.

#### Common Budgetary Framework (CBF)

While the agencies have mobilized substantial external financing over the last four years to support the implementation of the UNPS, a functioning CBF that underpins activities at the regional level is lacking. The initial CBF developed for the UNPS is quite outdated and the JCAPs have surpassed the initial budgetary estimates. Therefore, the outputs under the UNPS have not been adequately costed. The agencies reported that the CBF was updated with inputs from the agencies only once in the past four years.

The rest of this section represents an effort by the evaluation team to show the level of expenditure that has taken place under the UNPS for the whole of the UN. Collecting financial information in the context of the UNPS was a challenge because there is no system in place that enables easy access to financial information for the whole of the UN in the Pacific region. The information presented below is based on data made available by the RCOs to the evaluation team. This information has not been verified by the evaluation team.

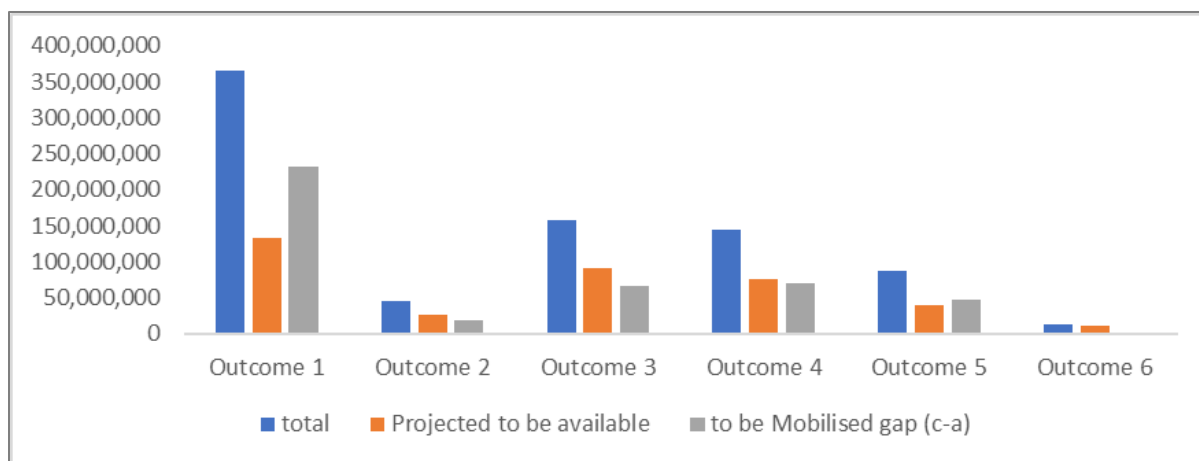
Based on the CBF, the total estimated budget was US\$814m with only 46% secured at the time the UNPS was developed as outlined in the table below. There was a significant increase in resources mobilized under UNPS in comparison to the UNDAF 2013-2017 (which was USD 282,261,064).<sup>36</sup> During the UNPS period, the UNCT was expected to utilize the CBF to increase transparency and accuracy regarding programme resources in the Pacific by having the RCOs in Fiji and Samoa take administrative responsibility for the CBF, its update, and circulation, ensure annual updates of the CBF based on inputs from UN agencies and inform the UNCT joint resource mobilization strategies. In terms of allocations per UNPS outcomes, the highest (45%) was for outcome 1 with the lowest allocation for outcome 6 (2%).

#### **Figure 4: UNPS Common Budgetary Framework 2018-2022**

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<sup>35</sup> This includes related key products and services: regional debates, dialogues, case studies, good learning practices, sharing of cross country experiences, etc.

<sup>36</sup> Source: Pacific UNDAF 2013-2017 Independent Evaluation Report.



At the country level, a review of the 14 JCAPs shared with the evaluation team indicated the total estimated budget for the six outcomes for the period 2018-2021 was 649m USD. It was noted that versions of the 14 JCAPs shared were work in progress.

**Table 4: UNPS Budget Allocations per Outcome Area**

UNPS Budget Allocation Per Outcome (as per JCAPS)						
PRIORITY AREA		2018 Budget	2019 Budget	2020 Budget	Budget 2021	COVID-19 Reprogramming 2020 (US\$) - JCAPS
OG1	Climate Change	55,974,031	61,098,610	82,334,104	131,398,612	12,065,559
OG2	Gender Equality	3,873,276	9,515,648	20,546,307	27,094,197	2,390,108
OG3	Economic Empowerment	7,838,185	8,641,251	17,830,435	31,736,064	4,217,977
OG4	Equitable Basic Services	4,277,730	19,446,199	49,445,265	71,743,657	25,539,018
OG5	Governance	492,762	13,144,238	16,931,499	10,941,438	8,027,860
OG6	Human Rights	102,910	1,260,707	1,328,259	1,995,535	142,100

In terms of allocations per country, the data from the JCAPs indicate that the total budget of 649m USD was allocated towards all 14 PICs including the regional component. Based on the JCAPs, Samoa was allocated 23% of resources followed by Fiji at 10%. The regional component was allocated 13% of the total estimated budget.

**Table 5: UNPS Budget Allocations by Country**

Country	2018 Budget	2019 Budget	2020 Budget	2021 Budget	COVID-19 Reprogramming (US\$) 2020 – JCAPS spreadsheet	% of Total
1 Nauru		1,941,124	2,729,235	3,014,372	1,202,535	1%
2 Tonga		2,628,596	5,746,173	6,657,383	475,296	2%
3 Tuvalu		3,412,228	6,986,027	18,844,835	882,228	5%
4 Kiribati		4,063,189	11,795,333	16,386,652	2,316,498	5%
5 Palau		3,744,148	14,996,753	8,943,220	1,480,884	4%
6 RMI		4,427,867	15,584,984	20,001,951	6,372,662	6%
7 Solomon Is.		12,792,222	21,297,353	22,019,857	6,355,455	9%
8 FSM		10,444,250	21,470,808	20,348,133	9,109,219	8%
9 Fiji		10,231,608	27,406,688	25,928,369	10,580,313	10%
10 Vanuatu		12,188,771	27,569,617	17,949,847	10,614,316	9%
11 Samoa	54,543,649	43,177,471	22,992,312	28,291,647	2,602,717	23%
12 Niue	5,357,581		1,518,072	3,890,836	41,319	2%
13 Cook Is.	11,622,640	4,055,180	1,981,087	3,564,828	25,000	3%
14 Tokelau	1,035,024		553,816	662,482	323,550	0.3%
15 Regional			5,787,611	78,405,093		13%

In terms of estimating the level of disbursement under each UNPS outcome, the closest proxy that can be used is the level of country spending in the Pacific which reflects the actual expenditures at the country level based on the Country Development Finance Data and the UN System Chief Executives Board (CEB) for Coordination. The data sourced from these two platforms indicate a total of USD 687 million was allocated and spent by the 14 PICTs for the period 2018-2022 – noting that 2021 and 2022 are estimated total expenditure with no breakdown available at country level (see table below). The UN RCO for Samoa also indicated that in addition to the USD 687 million, further funds of NZD 24.7 million was secured through the UN Pacific Partnership which brings the total to USD 703.5 million for the period 2018-2022. It is considered highly unlikely that all these funds will be spent by the end of the UNPS period in 2022 given the impact of COVID 19 and the continued border restrictions within the Pacific.

**Table 6: UNPS Expenditure by Country 2018-2022**

	PICT	2018 (actual)	2019 (actual)	2020 (actual)	2021 (est)	2022 (est.)	TOTAL UNPS 2018-2022
1	Cook Is.	1,779,223	1,871,621	1,639,394			
2	Fiji	48,072,746	74,424,188	89,874,569			
3	FSM	8,859,492	4,598,852	4,196,894			
4	Kiribati	2,245,445	2,308,508	1,699,201			
5	Nauru	1,211,197	227,932	56,226			
6	Niue	1,087,309	1,115,612	1,363,988			
7	Palau	1,573,025	1,285,283	4,507,101			
8	RMI	1,244,167	1,351,957	730,735			

	PICT	2018 (actual)	2019 (actual)	2020 (actual)	2021 (est)	2022 (est.)	TOTAL UNPS 2018-2022
9	Samoa	23,686,169	16,526,344	18,590,290			
10	Solomon Is.	15,857,934	16,546,491	15,737,950			
11	Tokelau	106,459	211,404	196,768			
12	Tonga	1,286,392	2,228,850	1,525,029			
13	Tuvalu	3,105,132	214,621	572,596			
14	Vanuatu	7,975,087	4,708,368	7,852,678			
	<b>TOTAL</b>	<b>118,089,777</b>	<b>127,620,031</b>	<b>148,543,419</b>	<b>142,908,652</b>	<b>150,000,000</b>	<b>687,161,879</b>

### Joint Funds

In the current programme cycle, UN agencies have benefitted from access to several joint funds such as the Joint SDG Fund, SG Fund for COVID-19, Spotlight Initiative, etc. These funds have provided the UN agencies with incentives to collaborate in the formulation of joint programme and have improved the resource mobilization results of the UNCT (as can be seen in the Sustainability section of this report).

One novelty of the current cycle has been the partnership agreement between the UN and New Zealand signed on 1 June 2020. Through this partnership, New Zealand committed initial funding of NZ\$ 24.7 m for the establishment of the *New Zealand-UN Pacific Partnership (UNPP)* – a fund that enables UNDP, UNFPA, UNICEF, UNODC and UN Women to access financing for their programmes under the UNPS. In its current form, UNPP enhances stakeholder coordination and coherence for financing and implementing UN programmes that address priorities laid out in the UNPS. UNPP has prioritized the promotion of inclusion through improved access to basic services, social protection and cash transfers in the context of the COVID-19 pandemic; people mobility and urbanization; and human rights and gender equality. The partnership has supported two highly-regarded regional projects and has built on their successes, and there is evidence of the use of innovative strategies that have the potential to result in the cross-pollination of projects.

While an important partnership of the UN with New Zealand and an innovative instrument for the financing of the activities of the four respective UN agencies, UNPP has several limits, such as the number of UN agencies that can access it, the UNPS outcome areas it supports,<sup>37</sup> the single source of financial contributions, etc. Recognizing these limits, the UN considers the UNPP as a first pillar of a broader pooled fund – the so called UNPS Fund (UNPSF) – which has not fully materialized yet but is envisaged to make ampler funding accessible to all agencies under the UNPS.<sup>38</sup> Key elements of the broader UNPSF are already in place. With the UNPP component already operational, UNPSF is managed by a Joint Steering Committee (JSC),<sup>39</sup> is administered by a Fund Secretariat<sup>40</sup> and operates on

<sup>37</sup> UNPP supports outcome areas 2, 4 and 5.

<sup>38</sup> UNPSF is expected to be the first pooled fund in support of a regional strategy after the endorsement of the UN Reform. Its establishment as a pooled mechanism for the Pacific was an attempt by the UNCT to ensure the Funding Compact principles govern the UN engagement with the providers of resources.

<sup>39</sup>Co-chaired by the Samoa and Fiji RCs, it includes the fund contributor, New Zealand (represented by the New Zealand Ministry of Foreign Affairs and Trade) and participating UN Organizations (currently UNDP, UNFPA, UNICEF, UNODC, and UN Women).

<sup>40</sup> The Secretariat provides technical, operational, and administrative support to the UNPP.

the basis of an Operational Manual.<sup>41</sup> Annual reports have already been produced outlining the activities and achievements of the fund. UNPSF-JSC meeting notes and interviews for this evaluation indicate that the UNPP is off to a good start, although improvements are required through a more adaptive management approach integrated into the fund's processes, greater clarity and information on the fund's rules, stronger links between the JSC and existing programmes, etc.

For all these achievements, financing under the UNPS remains far from the Delivering as One model. Going forward, the UNCT needs to continue to work towards the establishment of a fully-fledged UNPSF – for all the challenges that this process presents. A crucial step will be the attraction of additional donors to the UNPSF. Convincing donors to channel their resources through the fund will require quite a lot of advocacy and negotiations, and more importantly demonstrating the value of the pooled fund idea. Therefore, the experience with UNPP will be crucial as a pilot that both New Zealand and the other donors will observe quite carefully.

### 3.2.4. Operational Efficiencies

***Finding 6: The COVID-19 crisis presented the UNCT with an unparalleled challenge, resulting in several delays and adjustments to work plans. While the pandemic disrupted the implementation of many activities, the UN system was quick in adapting to changed circumstance and pivoting to ensure that many activities were directly or indirectly part of UN's joint COVID-19 response. The evaluation identified several improvements related to simplification, harmonization and optimization of business practices within the UN system. However, there are significant challenges that stand on the way to greater coordination and efficiencies.***

One of the defining features of the current programme cycle was the COVID-19 crisis. The impact of the pandemic presented the UNCT with an unparalleled challenge, resulting in several delays and adjustments to work plans throughout 2020 and 2021.<sup>42</sup> For example, the Federated States of Micronesia and Tonga postponed the implementation of their Population and Housing Census as a result of the pandemic, and the planning phase of the MICS was delayed in Vanuatu and Fiji. As a result of COVID-19 restrictions and social distancing requirements, the implementation of survey activities was delayed by at least six months. Remote support was offered to Vanuatu and Kiribati to continue with their census activities. However, the delivery of virtual support was negatively impacted by the lack of availability of staff in the partner countries, shifting work priorities due to the need for data to inform the urgent COVID-19 response, and poor connectivity. Border closures significantly impeded the movement of staff, reducing the presence of staff in some locations and limiting the ability to bring in support staff and equipment for programs. Programme delivery rates were affected by COVID-19 across the region.

While the pandemic disrupted the implementation of many activities, the UN system was quick in adapting to changing circumstances and pivoting to ensure that many activities were directly or indirectly part UN's joint COVID-19 response. Anti-corruption activities were adapted to address some of the impacts of the pandemic. Activities, such as the nationwide public integrity campaign in Fiji and extensive business integrity work, were designed in response to emerging corruption risks assessed as most harmful to the socioeconomic development of PICTs. The COVID-19 pandemic challenged project implementers to increase the use of ICT tools. The pandemic has actually been a driver in the use of technology for remote capacity building and quality control. For example, in the case of primary health care workers in Kiribati and Vanuatu, computer-assisted personal interviews (CAPI) were used and contributed to better quality results, as there was no possibility for human error in the recording of responses. CAPI enable countries

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<sup>41</sup> The UNPSF Operations Manual describes the governance structure and the operating principles, guidelines, and procedures for the daily operations of the UNPSF.

<sup>42</sup> Challenges of a minor scale were reported by the UN agencies in association with disasters, and specifically tropical cyclones. For example, tropical cyclones Harold (01/04/20-11/04/20), Yasa (11/12/20- 24/12/20) and Ana (26/01/21-05/02/21) negatively impacted the implementation of agencies' activities in the region.

to analyze their findings quickly after the completion of fieldwork. Other Outcome Areas also used virtual meetings and workshops to continue to implement their activities.

Participants of this evaluation noted improvements related to simplification, harmonization and optimization of business practices within the UN system. First of all, the two RCOs have coordinated the development of two Business Operations Strategies (BOS), which according to evaluation participants have contributed to more focused, strategic, coherent, and cost-effective business operations. This strategy has helped the UNCT to improve operational efficiency, harness resource mobilization and strengthen implementation of UN programmes by guiding the UNCT and operational teams in their business relations with key suppliers and vendors, implementing partners and other implementation stakeholders. Examples of practical results at the operational level include the agreement with Fiji Airways on discounted flights, freight and priority booking for all UN agencies; decrease in costs and increased efficiency through one standard agreement with internet providers; shared procurement processes for travel management, transport, catering, printing and graphics, workshop venues and money vendor services; common training for implementing partners, etc. It is also noteworthy that the Fiji UNCT is in discussions with the Government to establish a UN House, as the presence of most resident agencies in one set of premises will contribute not only to greater operational efficiencies by virtue of savings, but also greater collaboration and joint programming.

For all the improvements that have resulted from the consolidation efforts under the current UNPS, there are significant challenges that stand on the way to greater coordination and efficiencies.

- A number of operational delays were identified by evaluation participants. Government counterparts are particularly concerned with the delays in the process of obtaining funds which can be very long. Some of these delays were attributed to the bureaucracy of the UN system. Another challenge is related to lengthy procurement processes and procedures used in UN programmes.
- The UNPS document did not include details of implementation modalities, nor did it take an efficiency lens in the identification of expected results. As has already been noted in this report, targets were not set in the results framework. The implementation modalities were left to the OGs to work out. For the most part, this did not happen, as the OGs focused on agency-specific results and reporting of activities rather than identifying efficiency-driven approaches to results such as more joint programming, sharing of inputs and resources, etc.
- While the development of the BOS is a positive step, it has been only partially implemented. Some agencies noted that there is still a lack of systematic and strategic thinking and action on how to establish system-wide back office and cross-cutting services in support of the whole of the UN on a needs-basis. The agencies are supportive of the BOS and are hopeful that its full implementation is expected to address some of their needs and lead to further cost efficiencies. A detailed analysis of UNPS's value for money and cost reductions would be useful, as it will enable the UNCT to identify operational areas where the agencies can reduce duplication and costs and maximize efficiency. Also, stronger commitment is needed from the agencies to further the implementation of BOS in a coordinated, efficient and effective manner.
- The three RCOs are expected to play a greater and more active role in streamlining UN business in the region and improving efficiencies. RCOs capabilities have been strengthened from a human resources point of view. However, some agencies pointed out the high turnover of RCO staff as a constraining factor.
- In addition to joint programming, there is potential for the agencies to achieve greater efficiencies by undertaking more joint activities (trainings, assessments, communications, advocacy, operations, etc.). An example of this is

the Gender Scorecard assessment of how the UN had mainstreamed gender across all its joint areas of work.<sup>43</sup> Another example are the several joint-UN gender-related capacity building activities for agency staff in the current cycle led by OG2. Cooperation among agencies will be strengthened by joint activities related to gender mainstreaming, advocacy and awareness-raising, trainings, policy analysis and formulation, etc.

### 3.3. RELEVANCE

The assessment UNPS's relevance is conducted against the following two criteria:

- Responsiveness to regional and national needs and priorities; and,
- Adaptability to unforeseen and emerging needs.

#### 3.3.1. Responsiveness to PICTs' Needs and Priorities

This section of the report is formulated to address the following key question presented in the evaluation's ToR.

*To what extent are the UNPS objectives aligned and been consistent with the needs, priorities, and policies of the PICT governments (including alignment to national development goals and targets, national plans, strategies and frameworks).*

*Finding 7: In its formulation, the UNPS document is highly relevant and aligned to regional and national priorities. It has had a clear focus on the "Leaving No One Behind" principle, disaster risk management, climate change, environmental sustainability and human rights. However, due to a lack of country-specific results frameworks and insufficient consultations during the design stage, national ownership has suffered. Although the UNCT has made an important step with the development of country-targeted JCAPs, communications on joint planning at the country level remain inadequate and the engagement of civil society and social partners and private sector are still weak.*

#### Responsiveness to Regional Priorities

The UNPS represents a broad strategic framework with a high-level set of priorities that are largely aligned with the priorities of the Pacific region, as laid out in the Blue Pacific Strategy, the document that currently serves as the region's strategic framework. This alignment is due not only to the broad nature of the UNPS document, but also the fact that both documents are underpinned by the same development problems that the region faces. Furthermore, as all 14 UNPS PICTs are classified by UNDESA as SIDS, the UNPS is well-aligned with the SAMOA Pathway principles,<sup>44</sup> which constitute a set of key priorities for the Pacific SIDS.<sup>45</sup> The SAMOA Pathway priorities are listed in the box below and it is obvious that they are matched by the UNPS outcome areas.

#### **Box 4: SAMOA Pathway Priorities**

<sup>43</sup> The assessment was rolled out in 2020 and the report and action plan were endorsed by the UNCT. It provided the UN with a roadmap for how to improve gender responsiveness across all dimensions.

<sup>44</sup> The SAMOA Pathway represents ambitious commitments made by 115 SIDS leaders at the Third International Conference on SIDS held in Apia, Samoa from 1-4 September, 2014.

<sup>45</sup> The UNPS was conceived in response to government calls for the United Nations to better align programmes and operations so they support internationally agreed outcomes like the Small Islands Developing States Accelerated Modalities of Action (SAMOA) and 2030 Agenda.

The SAMOA (SIDS Accelerated Modalities of Action) Pathway presents the agreed outcomes of the 3rd International Conference for Small Island Developing States. It articulated the following sustainable development pathways and aspirations for SIDS.

1. Sustained and sustainable, inclusive and equitable economic growth with decent work for all
2. Climate Change
3. Sustainable Energy
4. Disaster risk reduction
5. Oceans and seas
6. Food security and nutrition
7. Water and sanitation
8. Sustainable transportation
9. Sustainable consumption and production
10. Management of chemicals and waste, including hazardous waste
11. Health and non-communicable diseases
12. Gender Equality and women's empowerment
13. Social Development
14. Biodiversity
15. Invasive alien species
16. Means of implementation, including partnerships

The UNPS is also aligned with the Pacific's 2030 Agenda.<sup>46</sup> The indicators identified in its results framework under all six outcomes areas are derived from the region's SDG indicators, which facilitate the alignment of the UNPS with various regional/international frameworks and national strategic frameworks. The following is the correspondence of UNPS outcome indicators to specific SDGs.

- Outcome 1: SDG – 7,11, 13, 14 and 15
- Outcome 2: SDG - 1, 3, 5,
- Outcome 3: SDG - 1, 8,
- Outcome 4: SDG - 2, 3, 4, 6,
- Outcome 5: SDG - 5, 16, 17
- Outcome 6: SDG – 16

In terms of its strategic orientation, the UNPS is well-suited to the realities of the region. Key features of the UNPS that have been important for the region are the focus on disaster risk management, climate change, environmental sustainability, social vulnerabilities and human rights.

- UNPS's most important pillar (in financial terms) – Outcome 1 – was dedicated to “*Climate Change, Disaster Resilience and Environmental Protection*” and, as will be seen later, has been the largest area of work for the UN system and received the largest amount of financial resources. The prioritization of this area has been crucial, given the high exposure of PICTs to climate change and natural disasters. The overall programme approach is underpinned by the concept of environmental sustainability and resilient development.<sup>47</sup>

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<sup>46</sup> This is clearly evidenced in Samoa's Second Voluntary National Report that was officially presented in mid-2020.

<sup>47</sup> The UN has been committed to the principle of environmental sustainability as part of its programming, implementation and operations within a context of socially equitable and environmentally responsible sustainable development. This includes taking into consideration the impacts of its operations to the environment and climate for the purpose of instituting safeguards aimed to enhance the environmental benefits of activities, avoid irreversible environmental damage, foresee adverse impacts on the communities served by the UN, and ensure sustainable use and management of natural resources.



- The UNPS has also had a significant focus on the vulnerable and marginalized groups within the Pacific. It was designed to “*leave no one behind*” (LNOB) and to provide an umbrella framework for strategies that embody the UN commitment to “*reach the furthest behind first*” and to ensure interconnectedness between humanitarian and development assistance. The LNOB principle underpinned the design of UNPS, with all six outcome areas addressing immediate and structural challenges affecting the lives of the most vulnerable. Outcome area 2 was entirely dedicated to gender equality. The UNPS was envisaged to create development opportunities for those who are marginalized socially, economically and politically, and those isolated by poverty and distance. Poverty reduction has been a key cross-cutting theme of the work of all agencies involved. However, as will be seen further in this report, the metrics and systems used to identify the most vulnerable were not always adequate. Evaluation participants noted that the UNCT has carried out minimal analysis of the marginalized groups under the UNPS, with most documents carrying generalized statements on their conditions. An exception are the gender assessment and the country profiles.
- The UNPS outlines human rights as a standalone priority area. A dedicated focus on the promotion and protection of human rights, and corresponding outcome group to enable this, has been critical for ensuring visibility on PICTs’ human rights situations, obligations and the implementation of its commitments. PICTs have created stronger frameworks around specific human rights issues and despite resource and capacity constraints, there has been significant efforts to engage meaningfully with the Universal Periodic Review process and align their national legislations with international human rights standards. This has resulted in a number of laws modelled after international best-practices. In the reporting period, one independent human rights institution was established in Tuvalu and some Micronesian countries have indicated interest in the UPR recommendations on this area that they have received in their reviews.
- Also, UN agencies have supported the development of key national policies, programmes, strategies and legislation, which has ensured that agency programmes have been largely aligned with national policy frameworks. Furthermore, by focusing on partnerships and international networks, the UNPS has helped the region to overcome the geographical remoteness and connect to international processes and global standards.

#### Responsiveness to National Needs and Priorities

Operating in a widely-dispersed region with significant cultural and political diversity, the UNPS has faced a daunting task – to be aligned not only with regional objectives, but to also be in line with diverse national objectives. The challenge has been in seeking to promote national development, while simultaneously foster cooperation within the region. Being a broad and comprehensive framework, the UNPS has provided the agencies with the space to channel their diverse contributions while staying within the confines of the joint strategy.

A detailed assessment of the alignment of the UNPS with national priorities falls outside the scope of this evaluation. However, evaluation participants noted that while country profiles in the UNPS were aligned with country development strategies and priority areas, the broader UNPS framework lacked baselines and targets at the country level. This gap created a disconnect between the UNPS objectives and country-tailored activities by the agencies. It also made it difficult for the agencies to measure progress against the UNPS objectives. This challenge had a significant impact on the relevance of the framework. During the MCO Review, PICT governments noted that country-specific results frameworks should have been added to the UNPS as a complement to align with national priorities. As a result of the absence of quantifiable results per country,<sup>48</sup> the PICTs did not develop a sufficiently strong sense of ownership of the UNPS.

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<sup>48</sup> No country-specific outputs and targets were included in the UNPS.

To address the gap between the UNPS and actual country needs, the UNCT has developed since 2019 the JCAPs as a way of “nationalizing” the UNPS.<sup>49</sup> This has been done on the basis of re-programming consultations, which were further reinforced with virtual missions. However, some evaluation participants suggested that the formulation of JCAPs should be linked to national policy processes such as the budgetary review and development planning. Such measures will enhance the integration of UN’s country-level activities into the sectoral and national plans and will eventually enhance national ownership of UNPS and reduce the transaction costs of interactions between the UN agencies and national counterparts.

### Perception of UN Contributions

The relevance of UNPS was also assessed on the basis of perceptions of the stakeholders engaged by this evaluation. About 70% of the 43 agency staff members who participated in the online survey organized for this evaluation responded that “UNPS has adequately reflected the needs & priorities of the Pacific region”. Similarly, about 90% of the 23 government officials responding to the online evaluation survey agreed that the UN system has been a reliable and adequate partner of the Pacific region in the achievement of the Agenda 2030 objectives. Also, about 90% responded that the UN system has adequately addressed the Pacific region’s needs and priorities. When it comes to the targeting of vulnerable groups, more than 72% of UN agency respondents stated that “UNPS has addressed the needs of women, children and the most vulnerable groups in the Pacific Region”. Further, about 75% of government officials who responded to the evaluation survey stated that “the UN System has addressed the needs of women, children, smallholders and the most vulnerable groups in the Pacific Region”. Further, about 75% of the 43 UN agency staff participating in the survey responded that “the UNPS has been relevant to the work of my agency”, while almost all government officials surveyed stated that the UNPS has been relevant to the work of their organizations. However, more than 40% of UN staff members who responded to the evaluation’s online survey disagreed with the statement “the agency I work for frequently uses UNPS documents to plan its activities”.

Interviews for this evaluation revealed that the relevance of interventions under the UNPS would have benefitted from greater national ownership and more effective engagement of stakeholders both at the design and implementation stage. The entire report provides ideas on how the relevance of the UNPS could have been sharper, but the following are some key points about national ownership and engagement.

- Several evaluation participants pointed out that consultations with national stakeholders on the design of the UNPS were not conducted through a continuous bottom-up process, but primarily one-off engagements. As such, they did not have a chance to participate in the design of the UNPS, a factor that constrained their sense of ownership of the strategy. For the upcoming framework to be fully owned and utilized by UN agencies, governments, regional institutions, CSO, and donors, a more participatory and inclusive process will need to be instituted at the formulation stage.
- Also, the implementation of the UNPS requires a broader-based engagement of national counterparts.<sup>50</sup> A few government representatives noted that the JCAPs are not entirely familiar to them, and not being used in a way that governments have been able to incorporate the development assistance into their national planning processes. Other evaluation participants noted that the OGs need to conduct programme reviews with the involvement of representatives from the governments, civil society and social partners and the private sector. The previous sections of this report have conveyed additional ideas for how partnerships under the cooperation framework could be strengthened.
- Some UN agency representatives noted a lack of meaningful engagement by the host PICT governments in owning UNPS objectives and contributing resources for joint activities through national budgets.

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<sup>49</sup> This was a recommendation of the MCO Review.

<sup>50</sup> The UPR process was brought up as a good example of UNPS coordination and implementation. It engaged both government and civil society, with input from UN agencies, and mobilization of agents of change to be included in the process.

- Another challenge pointed out by some evaluation participants is complexity and length of UN planning documents, which make them inaccessible to government and civil society and social partners. There is also some government fatigue resulting from the heavy reporting requirements by UN agencies, donors, and other partners.

As has been noted in the “Partnerships” section of this report, the engagement of civil society and private sector under the UNPS has been mostly sporadic and based on specific activities or projects by individual agencies. No mechanism is in place yet for the continued engagement of civil society and private sector at the level of the UNPS – be it regionally or in each country. Furthermore, the benefits of CSO’s engagement should be seen not only in the formulation of UNPS or other related strategic documents, but also in the implementation of activities. Given the weakness of the CSO sector in the Pacific, it will be important for the UN to also have greater focus on the support that is provided for the development of CSOs’ capacities. The same need for greater engagement applies to the private sector. The added benefit of the engagement of the private sector is the potential for additional resources that could be channeled to development activities and objectives from this sector – albeit the small size and weakness of the private companies in the region.

### 3.3.2. Adaptability to Emerging and Unforeseen Needs

This section of the report is developed to answer the following key question presented in the evaluation’s ToR.

*How dynamic and responsive has the UNPS been to emerging and unforeseen needs, especially those of the most vulnerable, disadvantaged and marginalized groups?*

*Finding 8: The UNPS structures enabled the UN to coordinate its response to the rapidly changing context of the COVID-19 pandemic in 2020/2021. The pandemic accelerated the emergence of a UNCT better equipped to deal with complex and escalating challenges. The response was multi-country and multi-sectoral and was designed to complement in a coordinated and comprehensive manner national efforts in the health, humanitarian and socio-economic dimensions. Under the RCs’ leadership, the agencies have coordinated and cooperated well in the socio-economic response to COVID-19. The JIMT and PHT mechanisms were good examples of how the Pacific UNCT ensured leaving no one behind and addressing the needs of marginalized groups. Going forward, the new cooperation framework needs to be remolded to adequately respond to the region’s new development landscape. Also, a stronger sense of ownership of the COVID-19 related assessments needs to be forged among national counterparts.*

#### COVID-19 Response

A major challenge during the implementation of the current UNDAF was the onset of the COVID-19 crisis in the beginning of 2020. The UNPS had a special in-built mechanism that enabled the UNCT to act swiftly in response to the crisis – this was the *Humanitarian and Development Coordination* mechanism. As a disaster-prone region, the Pacific experiences humanitarian emergencies and disasters regularly. As such, the UN in the Pacific committed through the UNPS to implementing a new way of working together based on the following elements: i) working towards collective outcomes across the UN system and the broader humanitarian and development community; ii) working over multi-year timeframes, recognizing the reality of protracted crises and aiming to contribute to longer-term development gains, in the logic of the Sustainable Development Goals (SDGs); iii) working collaboratively based on comparative advantage of diverse actors. The UNPS document noted that in case of an emergency/humanitarian situation, the UNCT would provide coordinated support and services through the Global Coordination Mechanisms of the Inter-Agency Standing Committee (IASC), the primary mechanism for response to complex emergencies and natural disasters.

IASC served as the basis for UNCT's health, humanitarian and socio-economic response to the COVID-19 crisis. Overall, evaluation participants rate the response as quick and well-coordinated with the Pacific governments.<sup>51</sup> It was organized by the UNCT and the RCOs under the aegis of the JIMT and PHT groups. This collaboration brought together representatives from the Pacific governments, UN agencies, CROP agencies, development partners, NGOs, and international financial institutions (IFIs). As noted previously, the UNPS's breadth enabled UN agencies to flexibly adapt their operations to emerging needs. This view was shared by a majority of the UN staff members surveyed by this evaluation – more than 55% of the 43 survey respondents agreed that “UNPS has been flexible enough to respond to the changing context in the Pacific region, especially in light of COVID-19”. Similarly, about 70% of the 23 government officials who responded to the survey for this evaluation stated that “the UN system has been flexible enough to respond to the changing context in the Pacific region, especially in light of COVID-19”.

The multi-country and multi-sectoral nature of the response, was designed to provide a coordinated and comprehensive response that complemented national efforts in the following three areas.

- Health response: stop virus transmission and care for affected people;
- Humanitarian response: address immediate multi-sectoral needs; and
- Socio-economic response: address immediate social and economic impact.

The following is a brief overview of UN's response to the COVID-19 crisis in the Pacific.

#### Health Response

The Joint Incident Management Team (JIMT), under the technical leadership of WHO, was launched in January 2020 by humanitarian and development partners including UN agencies, governments and regional organizations to support COVID-19 preparedness and response in the health sector. The health response was guided by the phase-one “*Preparedness and Response Plan*” (January to July 2020) and phase-two “*COVID-19 Pacific Health Sector Support Plan*” (April to December 2020). Throughout these two phases, the UN system helped PICTs strengthen testing capacity, WASH, infection prevention and control, and the roll-out of COVID-19 vaccines. Key measures included technical assistance to government partners, procurement of medical supplies and personal protective equipment, capacity building of healthcare staff, and risk communications and community engagement. UNCT funds were repurposed to procure PCR tests and emergency protective supplies were also purchased to aid host governments. The COVAX facility, with UNICEF and WHO support, facilitated the supply of vaccines to the Pacific.

#### Humanitarian Response

In response to the COVID-19 crisis, the UNCT activated the Pacific Humanitarian Team (PHT). Under the technical leadership of OCHA, PHT is the network of humanitarian organizations that work together to assist PICTs in preparing for and responding to disasters.<sup>52</sup> PHT was expanded to include government representatives, UN agencies, regional and multilateral organizations, NGOs, donors and development partners in the region to harness collective resources and assist PICTs in line with their national priorities. In May 2020, the PHT launched the “*Humanitarian Response Plan*”, which included key measures related to safe water and sanitation, food security, nutrition and livelihoods, continued education for girls and boys, and protecting women and girls at increased risk of gender-based violence. This plan was created to fit together with the “*COVID-19 Pacific Health Sector Support Plan – Phase 2*”, mentioned in the previous paragraphs. The Humanitarian Response Plan was also designed to complement the “*Pacific*

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<sup>51</sup> UN's socio-economic response was guided by the “*UN Framework for the Immediate Socio-Economic Response to COVID-19*”, which operationalized the UN Secretary-General's report “Shared responsibility, global solidarity; responding to the socio-economic impact of COVID-19” and set out the framework for the UN's urgent socioeconomic support to countries and societies in the face of COVID-19.

<sup>52</sup> Given the scale of the PHT membership, the PHT is grouped into three key bodies. These are the PHT Principals, the PHT Inter-Cluster Coordination Group and the PHT Clusters.

*Humanitarian Pathway on COVID-19*” (PHP-C) established by the Pacific Islands Forum.<sup>53</sup> Other UN actions took place on the humanitarian front. For example, since mid-2020, the WFP-managed Pacific Humanitarian Air Service has supported the work of Pacific governments, WHO, SPC and other partners to mitigate the impact of the COVID-19 through the delivery of crucial medical equipment and supplies. In June 2020, UNFPA in collaboration with UN Inter Agency Youth Working Group (IAYWG), the ICPD@25 Pasifika Youth Network, Pacific Youth Council and the Pacific Disability Forum, conducted a survey to better understand the immediate impact of COVID-19 pandemic on the lives of young people and gather insights on their coping mechanisms. The survey was conducted both off and online reaching over 1,466 youth respondents. 1,429 of the responses (97%) were from youth residing in 13 targeted PICTs. Findings from the survey were used to provide recommendations during the SEIA (social-economic impact assessment) of COVID19 along the areas of quality of life, youth agency and resilience and response.

### Socio-Economic Response

The health and humanitarian plans informed the development of the “*COVID-19 Multi Sectoral Response Plan*” (MSRP), a joint effort between UN agencies and development partners informing targeted interventions and resource mobilization by UN agencies, governments and development partners in response to the pandemic.<sup>54</sup> Led by the Fiji UNCT, MSRP was intended as a first step in a longer-term cycle of planning and programming informing UNCT’s socio-economic response to the pandemic. It covered the ten countries which were then under the jurisdiction of the Fiji RCO. According to UN records, MSRP led to about 30% (approximately US\$ 50 m) reprogramming under the JCAPs to respond to the immediate needs created by COVID-19, enabling the UN agencies to revise planned programmes and interventions to be more responsive to the COVID-19 context and redeploy funding and personnel resources as required. UN’s response to COVID-19 expanded and accelerated joint support to women and girls at risk of, or experiencing, violence and abuse; Persons with Disabilities and especially women and girls facing intersectional discrimination; to those hit hardest by lockdowns and State of Emergency restrictions, especially women and youth, by providing them with immediate relief and longer-term economic opportunities.

Country-level JCAPs were adapted to respond to the immediate needs created by COVID-19, while paying attention to the longer-term risks and vulnerabilities which drive fragility, including climate change, poverty and governance issues. The aim of this exercise was to allow governments in the region to agree on priority investments needed to enable them to better absorb the direct and indirect consequences of the COVID-19 pandemic over the medium and long term.<sup>55</sup> OGs were used as fora for the development of joint projects for submission to the SG’s COVID-19 call for proposals to address emerging needs – a good example of how the UNPS was adapted to an emergency situation.

The “*Socio-Economic Impact Assessment (SEIA) of COVID-19*” in the Pacific, a joint effort of UN agencies and other development partners under the technical leadership of UNDP, provided evidence of the impact of COVID-19 on the lives and livelihoods of PICTs’ people with a view to informing interventions by governments, UN agencies, and development partners. Assessments were undertaken in a portfolio approach, with the first comprehensive analysis completed for Fiji in July 2020. SEIAs have been completed for Fiji and Samoa. Rapid assessments were completed for FSM, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu, and Vanuatu. These assessments have been useful in providing the countries and development partners with data on pandemic impacts, with a focus on the most vulnerable groups and/or people at risk of being left behind.

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<sup>53</sup> The UN helped the establishment of regional mechanisms that address the impacts of the pandemic, such as the Pacific Humanitarian Pathway on COVID-19. On 07 April 2020, Pacific Islands Forum Foreign Ministers met virtually to launch the Pacific Humanitarian Pathway on COVID-19. Under the Biketawa Declaration, this is the region’s mechanism to expedite assistance and cooperation between member countries in preparing for and responding to COVID-19.

<sup>54</sup> The MSRP had a 24-month horizon, with proposed programs and interventions categorised under three different timeframes: short-term (3-6 months), medium-term (6-12 months), and long-term (12-24 months).

<sup>55</sup> The 2020 JCAPs for the Pacific were estimated to have had a budgetary provision of US\$161.5 m.

One reported weakness of SEIAs was the inconsistent coverage of key issues related to COVID-19. These assessments have helped to guide the agencies' work, but they are reported to have been used to a lesser extent by the countries in their efforts to build their COVID-19 response. Further, evaluation participants noted that there is a need for a comprehensive analysis of the impact of UN's work in response to COVID-19 with a view to understanding the results of that work and using that as the basis for the development of new programming which going forward will inevitably be linked to certain aspects of the COVID-19 recovery.

### Response to Natural Disasters

UNPS also served as UNCT's framework for cooperation and coordination in response to natural disasters. The main disasters affecting the region during the period in question were tropical cyclones, although a volcano erupted near the island of Tonga at the time of the drafting of this report (January 2022). UNPS enabled the coordination of UN-wide efforts to quickly adapt their work to Category-5 Tropical Cyclone Harold that hit Fiji, Solomon Islands, Tonga, and Vanuatu.<sup>56</sup> Following the cyclone, an allocation from the UN's Central Emergency Response Fund (CERF) mobilized UNICEF, FAO, UNFPA, IOM, WFP and WHO to provide quick life-saving humanitarian relief in Vanuatu. The interventions focused on WASH and nutrition response, emergency assistance to re-establish agriculture and livelihoods, ensuring provision of lifesaving sexual and reproductive health services to women and adolescents, life-saving assistance to the most vulnerable populations and emergency telecommunications. The ITU has also provided emergency telecommunications assistance to Solomon Islands, Vanuatu and Tonga.

## 3.4. EFFECTIVENESS

This section provides an assessment of the effectiveness of the work of the UN system under the UNPS. The first part provides a summary of how the UN system has measured, tracked and reported results under the UNPS, and hence the extent to which the UNPS contributed effectively to provide greater clarity and transparency of results achieved and resources used. The second part provides a broad overview of UN's major contributions and benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population.

### 3.4.1. Tracking and Reporting of Results

This section of the report is developed to answer the following key question presented in the evaluation's ToR.

***To what extent has the UNPS contributed effectively to provide greater clarity and transparency of results achieved and resources used?***

***Finding 9: While UNPS's outcome indicators are derived from the SDGs, its baselines and targets were not articulated at the country level, making it difficult to measure progress at the country level. While the JCAPs represent a significant improvement, they require greater ownership from the national partners. The tracking and reporting of results has suffered from the limited availability of data for UNPS indicators, in particular disaggregated statistics. The M&E system established to track and report results at the level of UNCT has not been***

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<sup>56</sup> In April of 2020, Cyclone Harold affected Fiji, the Solomon Islands, Tonga and Vanuatu, causing the worst humanitarian impact in Vanuatu. The category 5 cyclone made landfall in Vanuatu on 6 April with sustained winds of more than 200 km/h. Based on first aerial surveillance assessments and satellite images, Vanuatu's National Disaster Management Office estimated that up to 160,000 people had been affected by the cyclone, which also destroyed agricultural crops, damaged houses and infrastructure, and led to power outages and disruptions of phone networks. (Source [here](#)).

***very effective and has not provided for greater clarity and transparency of results or resources used. Joint UNPS reports have been produced only intermittently and have not been consistent in the way they have been presented.***

One of UNPS's purposes was to provide greater clarity and transparency of the results achieved by the UN system in the region. For this reason, the UNPS document included a results framework expected to enable the UN system to measure, track and report on a regular basis its results at the regional level.<sup>57</sup> Although the introduction of results framework grounded on the region's SDG indicators was an important step forward, the whole process of tracking and reporting UNPS results has encountered several challenges, the most important of which have been: (i) incompleteness of the results framework (indicators, baselines and targets); (ii) limitations in the availability and quality of data in the respective countries/territories; (iii) limitations in the M&E system deployed under the UNPS; and, (iv) inadequacies in the reporting of results. The following is a brief assessment of these challenges.

### UNPS Results Framework

The UNPS document lacked a consolidated Theory of Change (ToC) linking the output level to the outcomes identified for each of the six areas. A version of ToC was subsequently developed by the UNCT and is shown in Annex XII of this report. With the UNPS representing a high-level framework of the outcomes that the UN system in the Pacific agreed to contribute to for the 2018-2022 period, 30 of its 38 indicators were selected from SDG indicators. As noted in the "Relevance" section of this report, the UNPS indicators are directly linked to 13 SDGs. This is a reflection of the commitment by the Pacific UNCT to integrate its results framework with the SDGs across the Pacific and support, to the extent possible, country level efforts to localize and report against SDG targets.

While the outcome-level indicators are derived from the SDGs, UNPS's results framework presents several challenges.

- One challenge is that the framework was developed only for the regional (Pacific) level and was not matched by a set of results at the country level (no country-specific outputs, indicators, baselines and targets). While UNPS outcome indicators were derived from SDG indicators to ensure UNPS's contribution to the acceleration of SDGs across the Pacific, baselines and targets were not articulated at the country level, making it difficult to measure progress. During the MCO Review, partner governments expressed concerns with the UNPS as, in their understanding, the strategy was intended to be used mainly for regional purposes, while country-specific frameworks were expected to be added to the UNPS in alignment with national priorities. This did not happen in the course of UNPS's implementation. To address the gap between the UNPS and country-specific needs, on the recommendation of the MCO Review,<sup>58</sup> the UNCT started in 2019 to develop JCAPs that were intended to "nationalize" the UNPS. In support of this process, the RCOs have organized country-level virtual steering committees to inform the development of new JCAPs. While a significant improvement in response to government concerns, JCAPs and associated results frameworks are still not formulated on the basis of a rigorous individual country planning exercise, involving a thorough analysis of needs and priorities. This is something that can be improved in the upcoming cooperation framework. Further, some government and civil society and social partners engaged in the evaluation are not fully familiar with the JCAPs, which implies a need for further information sharing and awareness-raising work from the RCOs. Also, some UN agencies noted that it has been difficult for them to relate the UNPS results framework to their country-level results, and aggregate these upwards again, which indicates a need to tie JCAPs more closely to the regional framework in the upcoming cooperation framework.

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<sup>57</sup> With the development the UNPS, several agencies made commitments to having country specific targets. These include UNDP, FAO, ITC, ITU and UNIDO who all pointed to existing agency offers/programmes, while IOM, DESA, ESCAP, UNFPA and UNOPS are all developing a strategy or offer.

<sup>58</sup> Originally, the idea of JCAPs came up during the UN SGs visit in 2019. The SG prompted the UNCT during his visit to the Pacific on the need for attention to SIDS and the need for country specific and country focussed programmes and interventions to be able to achieve and make an impact on the SDGs.

- While most of the indicators are derived from the global SDGs and are meaningful in the information they convey over time, others are not adequate.<sup>59</sup> There is also a need for better disaggregation of indicators on the basis of gender, disability, age and other groups that may experience social exclusion.
- The agencies also reported the need for greater harmonization of approaches in the way RCOs use the results frameworks to monitor and report UNPS results across the 14 countries.

#### Availability of Data

The challenges with indicators, baselines and targets are further compounded by the limited availability of data for UNPS indicators, in particular disaggregated statistics. Evaluation participants emphasized the need for better disaggregated data on gender, disability, age and other groups that may experience social exclusion, such as persons from various social, ethnic or economic groups. Although this concern was identified in the previous evaluation of the Pacific UNDAF (2013-2017) and the actual UNPS document, the UNCT has not put in place a solid system for the collection of data. An efficient and centralized system for the storage and organization of UNPS-related information is missing. Financial information at the level of UNPS is not complete yet. Also, the aggregation of financial data at the UNPS level for each outcome area was challenging due to the lack of an existing system for the collection of financial information. The operationalization of UN Info is not complete yet. These limitations create inconsistencies in reporting, with users spending a lot of time on validation and adjustments.

Limitations in data availability and collection is a challenge due to the lack of national-level capabilities and changes in the methodologies of data collection and analysis (some of the challenges related to this are listed in the box below). UN agencies expressed concerns about the challenge of internet connectivity, IT capacity in the region and the feasibility of collecting such wide-ranging data across such a large number of small-population islands with low human resource capacities in public administration. Furthermore, as some evaluation participants noted, national development strategies in some countries lack M&E frameworks and have no clearly articulated indicators, baselines and milestones. This has made it difficult for the UN to report on progress against outcomes at the country level.

#### **Box 5: Key Challenges Related to Statistics in the Region**

The following are key challenges related to the availability of regional and national statistics:

- National Statistical Offices (NSOs) in the region have limited capacity to produce high quality data and influence policy development (data collection, analysis, high staff turnover, etc.);
- Lack of human expertise and numbers and financial capacity;
- Discrepancies in data between NSOs and the UN;
- Adequacy and validity of the indicators, tools and systems for monitoring established in UNPS.

The UN is well-positioned to further support PICTs' efforts to improve national data collection, analysis and dissemination systems. Some important work has already taken place in this area during the current programme cycle. For example, the Multiple Indicator Cluster Survey (MICS) conducted with the support of UNICEF and UNFPA has become a vital source of information in several PICTs.<sup>60</sup> The MICS surveys have provided these countries with SDG indicators for the update of their Common Country Assessments (CCA).<sup>61</sup> UNESCAP, in collaboration with SPC, have organized a capacity building exercise for National Statistical Officers in preparation for upcoming surveys. UNICEF, ESCAP and SPC are working closely with World Bank on the High Frequency Phone Survey (HFPS) for Papua New Guinea and Solomon Islands. UNFPA has supported population and housing census surveys and has

<sup>59</sup> These indicators are not SMART - Specific, Measurable, Attainable, Relevant and Time-bound.

<sup>60</sup> The MICS surveys collect data on health, nutrition, child protection, education, water, sanitation and hygiene and domestic violence amongst other topics.

<sup>61</sup> The CCA is a country-based process for reviewing and analysing the national development situation and identifying key issues as a basis for advocacy, policy dialogue and preparation of the UNDAF.



conducted Results based Management (RBM) training for its implementing partners and stakeholders in Fiji, Tonga, Samoa, Vanuatu and Kiribati. ILO has supported labour force surveys. UNDP has supported the conduct of Household Income and Expenditure Surveys (HIES). Joint UN data collection and analysis in the context of the UN COVID-19 Socio-Economic Impact Assessments has helped national counterparts in developing policies better targeted to vulnerable groups.

UN support for the development of statistical capabilities in the region needs to be expanded and include not only national statistical agencies, but also other key agencies which have a role in the generation of data. Quality data can be used not only to ensure better targeting of interventions and monitoring of results of UN's work, but will also contribute to improving the availability and quality of data in the country. Given the gaps in data availability, UN support for the generation of statistics will have a strong positive effect on the policy making process. The development of UN's new cooperation framework presents an opportune time to step up such support.

### Monitoring and Evaluation

The various pieces of analysis presented in this report indicate that the M&E system established to track and report results at the level of UNPS has not been very effective and has not provided for greater clarity and transparency of results or resources used. In the current programme cycle, the UNCT did not develop or use a solid M&E strategy for the UNPS. DMEG is “*notionally*” responsible for the tracking and monitoring of UNPS results, but in practice this group has not been fully functional since late 2019 and has had low visibility with the UN system and among national and regional partners. M&E functions at the UNPS level have been primarily carried out by the RCOs based mainly on annual inputs from the agencies. An exception reported by evaluation participants seems to have been OG2 which has engaged in a more consistent fashion with monitoring in its thematic area. The other OGs have not played a proactive role in the continued monitoring of UNPS results or resources used.

Overall, there is no rigorous monitoring of UNPS results and resources. The UN Info system which was meant to facilitate that process is not yet fully functional. UNCT started working on the operationalization of the UN Info platform only in 2021. Some participants of this evaluation noted the need for evaluations to inform UNCT's learning process, but for that to happen there is a need to harmonize the conduct of evaluations across agencies. Overall, evaluation participants noted that the main regular monitoring instruments have been the annual review meetings and UNPS reports.

### Reporting of Results

Joint UNPS reporting has been produced only intermittently and has not been consistent in the way it has been presented. The UNCT produced an annual report for 2018 and 2020, but not for 2019. The 2021 annual report had not been completed by the time of this evaluation. The 2018 report was presented by outcome area in 14 separate reports and one regional report, but the regional report did not constitute a fully-fledged report. While this approach was useful for individual government, it was difficult for other partners to see the broader (regional) picture. The 2020 report, by contrast, was integrated at the regional (Pacific) level.

Joint annual reports are produced on the basis of information provided on an annual basis by the agencies.<sup>62</sup> Given their regional nature, these reports have less relevance to national governments. Governments are keener on the JCAPs, which are used for country-level reporting. The formulation of annual JCAPs and UNPS reports is more of a formality than a substantial process that involves the close engagement of UN agencies and national counterparts through a well-structured process grounded in national development plans. The reporting of financial information (funding, budgets and expenditure) remains a challenge due to the lack of an effective system that would enable stakeholders' easy access to updated financial information at the level of the UN. There is no system in place to collect this

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<sup>62</sup> In 2020, UNPS results were collated by the OGs based on the agency inputs and reflected in the 2020 Annual Report.

information from the agencies and aggregate it to the UNPS level. This is in large part linked to the inability of the RCOs to collect and analyze this information on a regular basis and a lack of clarity and consistency in the requirements and systems that are put in place to guide this process. As a minimum, the UN system should be able to report with accountability the amount of resources it has mobilized and spent in the region as a whole.

Some of the agencies involved in this evaluation expressed dissatisfaction with the way joint reporting under the UNPS is organized. They expressed concerns that there has been limited aggregation of agency-specific and joint programme results to clearly determine outcome level change. Another shortcoming is the lack of effective communications around joint reporting and limited visibility of joint results. There are no results' dashboards that aggregate impact across programmes and countries and show how these are contributing to the achievement of SDGs in the region. In this situation, agencies are more focused on their respective internal processes for reporting through frameworks agreed with donors.

### 3.4.2. UNPS Contributions

*What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?*

***Finding 10: Women and girls as well as other disadvantaged and marginalized groups have benefited from Human Rights-based approaches and focused interventions implemented under the UNPS by agencies, individually and together with other UNCT members. Disadvantaged and marginalized groups have been actively empowered as participants in their sustainable development through UN work facilitated by outcome groups OG2 and OG6 and by individual agency inputs by UNWOMEN, UNDP, UNICEF, IOM, ILO, and UNOHCHR.***

All UNPS outcome groups' results are widely reported in UNPS annual reports. Evidence of UNPS supported joint programs are provided in the coherence section above. The financial analysis of the UNPS programming by the outcome is provided under efficiency. The following analysis directly responds to the question above and provides highlights of key programs and findings provided by the relevant stakeholders interviewed and surveys. The UNPS has been aligned with the SDGs. The alignment was reported as providing greater orientation to the UN agencies for targeted programs to reach the most vulnerable and marginalized. Significantly, by explicitly including Human Rights and Gender as central UNPS OG outcomes (2 and 6), the UNPS has for the first time in the Pacific provided important regional UN platforms to support UN agencies and partners' work on Gender Equality and Human Rights as a centrally UN-supported issue.

The UNPS by design seeks to “leave no one behind” and an umbrella UN system framework for strategies that embody the UN commitment to “reach the furthest behind first”, as well as to ensure interconnectedness between humanitarian and development assistance. The UNPS is however a broad and loose framework around which the UN will focus on providing development opportunities to those most marginalized and isolated by both poverty and distance. The agencies that have committed to each outcome are however accountable for the implementation of their relevant programs and these results are therefore not necessarily attributed to the UNPS. Several relevant evaluation participants reported it was important that the UNPS was not overly prescriptive and set around broad result themes which enabled programming for results flexibility. In this sense, having a broad framework was agile and flexible, for instance especially during COVID-19 response. However evaluator also took note that the widely reported (by the evaluation participants) as positive UNPS Covid response is *attributed* to the individual UN agency's reprogramming (as per their plans and mandates) and not necessary to the UNPS.

Noteworthy however that while all the evaluation participants stated that the UNPS has had the ambition of leaving no one behind, especially those left behind the furthest, and while the UNPS draws on CCA analysis, the lack of *granularity of the data* used also meant that UN agencies working in the Pacific did not have a shared understanding of who those left furthest behind are, and where they live. Similarly, the evaluation revealed that consultations with

national stakeholders were not done through a continuous bottom-up process but one-off engagements. As such, key national stakeholders have not participated in designing the UNPS, hence limiting their ownership of the strategy. The complexity and ambition of bringing 14 countries and territories under one cooperation framework, with limited agency and RCO resources, has made a definitive statement of effectiveness very challenging.

However, despite the weak targeting i.e. through baseline analysis and a fully costed IRRF, interviewees report, the UNPS was a dynamic and flexible tool for accommodating results including emerging and unforeseen needs through convening UN agencies across the six outcome groups with a focus on reaching the most vulnerable, disadvantaged and marginalized. The interviewees across the stakeholder groups reported significant benefits based on the individual UN agency projects and activities, by outcome groups, and through other UN joint initiatives directed at the most marginalized and hardest to reach groups.

The interviewee evidence points to a positive UN collective response to the COVID-19 pandemic, where UNPS convening, knowledge sharing, and joint programming through its six OGs ( see illustrated examples provided by outcome groups below) expanded and accelerated joint support to; women and girls at risk of, or experiencing, violence and abuse; persons with disabilities and especially women and girls facing intersectional discrimination; to that hit hardest by lockdowns and State of Emergency restrictions, especially women and youth, by providing them with immediate relief and longer-term economic opportunities. A good example was the joint UN data collection and analysis in the UN COVID-19 Socio-Economic Impact Assessments and concrete reprogramming that was facilitated through the new JCAP mechanisms.

*UNPS is aligned to SDGs but the targets and metrics are needed.*

With regards to the SDGs alignment in the UNPS Results Framework, evaluation participants reported that in principle the UNPS focus on the SDGs supported targeting in expected results intent: Out of 38 indicators of the UNPS Results Framework are SDG indicators and reflects UN commitment to integration with SDG monitoring across the Pacific and supporting, to the extent possible, country-level efforts to localize and report against SDG targets. Ongoing monitoring of the UNPS against the Results Framework, therefore, represents the ongoing commitment of the UN to support strengthened monitoring of the SDGs in the Pacific. However, the metrics to identify the most vulnerable, the innovative practices, and durable partnerships, that respond to priorities were vague. Evaluation participants reported the UNPS has carried out a minimal baseline analysis on the marginalized groups, with generalized statements on their conditions. There was reported some limited analysis done through the country profiles, but it was not enough.

*Availability of Funds provided some agencies incentives for developing targeted joint programs*

UN agencies with operational abilities interviewed stated, that while the increase in joint programming during the period was robust, it was the availability of funds that facilitated more SDGs-oriented joint programs. For example, the Joint SDG fund and SG fund for COVID responses, the Spotlight Initiative<sup>63</sup>, and UN Pacific Partnership Fund had provided the impetus for the RCOs to coordinate agencies for joint targeted proposal submission around UNPS expected outcomes. However, they also reported that while agencies applied for the funds, the guidance on the process and criteria for submission was sometimes unclear hence causing the submission of too many proposals by too many agencies and in the end, wasted the time and efforts of agencies.

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<sup>63</sup> Through Spotlight Funding in Vanuatu, IOM, with Government and INGO partners, designed and implemented ‘Family I Redi’ (Family Ready), an innovative week-long pre-departure workshop attended by current and potential labor migrants and their close family members, to help maximize the socio-economic benefits of labor mobility, and reduce the risk of gender-based violence. Follow-up interviews conducted three months after the workshop indicated that many couples had proactively used strategies taught to handle stress and potential conflicts, and had begun working together on financial management.

*Demand is high for capacity building on gender-sensitive and rights-based approaches.*

Based on evaluation data, more than three-quarters of interviewees stated gender-sensitive programming and mainstreaming, and human rights including mainstreaming human rights-based approaches are essential but more can be done.

*Showcase UNPS examples (surveys and questionnaires)*

Joint UN Human Rights (HR) and gender-focused programs (such as the Spotlight Initiative, Women in Leadership in Samoa, Social Protection, Markets For Change, SDG Financing, UN Pacific Regional Anti-Corruption Project, Implementation of the UNPRPD in the Cook Islands, etc.) and individual UN agency projects (for UNDP, projects such as the GCF-funded Vaisigano Catchment and Economy-wide Adaptation to Climate Change in Samoa which strengthen flood resilience and overall climate change adaptation; Ridge to Reef in Niue and the Cook Islands which support ecosystem and biodiversity preservation as global public goods in the face of the climate change threats; and projects that have supported governments' COVID-19 preparedness, response, and recovery based on the principle of leaving no one behind) illustrate how this alignment is ensured during UNPS implementation.

Evaluators learned that UN Women's led joint programs include focused programs on women's participation and leadership and decision-making. For example, WILS - Women in Leadership Samoa (UN Women and UNDP) and Inclusive Governance of Natural Resources for Greater Social Cohesion in the Solomon Islands (IGNR) (UN Women and UNDP).

Evaluators revealed that UNOPS had directed support through local procurement activities in Samoa, FSM, RMI, Tuvalu, and the refurbishment of clinics in Palau which services are directly provided women and vulnerable individuals.

From the UNDP portfolio, women and girls were reported to have benefitted from joint programs including the Samoa Spotlight Initiative and Women in Leadership in Samoa, among others. Results are being realized for other disadvantaged groups through other highlighted joint programs including UNPRPD implementation in the Cook Islands, the One UN Youth Employment Programme, and a new joint program on Addressing Stigma, Discrimination and Violence for Empowering Women with Disabilities, and Access to Justice and Political Participation of Women in Samoa. In terms of highlighted UNPS HR initiatives, these include:

- Access to Justice for women, through a joint program with UN Women Asia-Pacific and OHCHR Regional Office SEA.
- The Pacific Climate Change Migration and Human Security Programme (with IOM, ESCAP, ILO) 2019-22, funded by United Nations Trust Fund for Human Security (HSTF)
- Access to Justice for Women, with UN Women and International Court of Justice (ICJ), 2020-22
- Joint program with OHCHR South-East Asia Regional Office, focusing on climate change and governance
- A community dialogue on post-Covid-19 in Micronesia 2021-22, funded by HSTF
- Joint initiatives and engagement around law enforcement and parliamentary capacity building, co-organized with UNDP, UNICEF, UN Women, and CSO partners, from OHCHR core funding
- Joint work in the UN Youth Working Group, led by UNFPA.

### **Key findings by the thematic group**

***Finding 11: Outcome Area 1, OGI: Climate Change and Disaster Risk Reduction - The UN promoted resilient and sustainable development in the Pacific by scaling up transformational adaptation initiatives, integrated with strong community engagement, for water and food security. Collaborating agencies<sup>64</sup>: FAO; ILO; IOM; ITU; UNDP; UNEP; UNESCAP; UNESCO; UNFPA; UNHABITAT; UNICEF; UNISDR; UNODC; OHCHR; UN Women; WHO; WMO.***

The evaluation disclosed the OG1 portfolio had received the highest percentage of funds (largely GEF Vertical funds implemented through the implementing UN GEF agencies: FAO, UNEP, and UNDP). ITU assisted (some ongoing) Pacific islands countries in improving their National Emergency Telecommunications Planning (Fiji, Papua New Guinea, Samoa, Solomons Islands, Vanuatu) and assisted Solomon Islands, Tonga and Vanuatu during disasters with emergency telecommunications support. Financing for climate change adaptation and mitigation themes has also seen some PICTs leverage funding with the support of the UN agencies from the Green Climate Funds. The portfolio recorded robust delivery across the UN interventions (also refer to results analyses of the financial analysis and joint programs provided above).

Per surveys and vetted by interviewees during the consultations, notable contributions made to OG1 expected results included<sup>64</sup>: support to the Coral Reefs: unlocking SDG Financing in the Pacific; support to the Framework for Resilient Development in the Pacific, an integrated approach to addressing climate change and disaster risk management 2017-2030 (FRDP), the Pacific Resilience Partnership (PRP), and the Framework for Energy Security and Resilience in the Pacific (FESRIP): 2021- 2030 currently under approval. On SDG7 “Affordable and Clean Energy” OG1, progress was evident as Pacific Islands states had been supported in their reviews of UN Nationally Determined Contributions (NDCs) to the United Nations Framework Convention on Climate Change (UNFCCC). Support was also provided on NDC implementation through renewable energy and energy efficiency interventions to eight PICs which enhanced the capacity of the countries to report to UNFCCC. 2020 results shown in the annual reports also show progress made under SDG 13 on Climate Action. Finally, the OG1 members kept raising awareness on the UNFCCC, Paris Agreement, and related processes and promoted climate financing for the agriculture sector through joint knowledge products and events. In the context of disaster settings, support was provided to displaced people and disaster-affected communities to restore livelihoods, community infrastructure, and essential public services to displaced persons. Inclusive, green, and resilient growth has been identified as central to sustainable development in the Pacific Islands region.

***Finding 12: Outcome Area 2, OG2, Under Area 2 "Gender Equality" and in line with SDG5 and SDG10, the UN has collectively worked closely with partners to empower women and girls, and build more inclusive and equitable societies. Collaborating agencies: ILO; IOM; UNAIDS; UNDP; UNESCO; UNFPA; UNICEF; UNODC; UNOHCHR; UN Women;***

The OG2 collaborating partners have facilitated strong support for UN collaborative efforts to ensure the elimination of discriminatory policies and practices in all aspects of life and are working towards achieving greater gender equality in the region. Through OG2, “Gender Equality”, and in line with SDG5 and SDG10, the UN system agencies worked closely with partners to empower women and girls and contributed to building more inclusive and equitable societies. Through OG2, opportunities for platforms, advocacy, and key messaging on human rights for women and gender-based violence during the pandemic were provided.

All evaluation participants interviewed reported the OG2 group work demonstrated a model for sustained UNPS results. In addition to the robust individual agencies' contributions (evidence and self-reporting in the UNPS annual reports and vet through consults), joint gender-focused programs including gender mainstreaming work were highly visible and extensive. Concrete examples provided by evaluation participants included the Spotlight Initiative, a joint initiative to eliminate violence against women and children; the Women in Leadership in Samoa (WILS) which aims to develop women's participation and leadership in public life in Samoa and the Pacific Partnership project which covers the Ending Violence against Women and Girls (VAWG) agenda. Markets for Change, is another good example of a joint country initiative, for women's economic empowerment and providing results for work across both Outcome 2 and Outcome 3. IOM has also promoted women-led domestic tourism for increased self-reliance and livelihood diversification in the Republic of the Marshall Islands. In Tonga, Tuvalu, and Vanuatu, IOM supported research,

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<sup>64</sup> Self-reported by UN agencies in the UNPS annual reports 2018-2020. The reported contributions were verified in consults and through survey inputs.

training, and an online web tool, to promote government and individual ability to harness the potential of remittances to support long-term sustainable development.

Additionally, to support UNPS Gender programming expected results, the joint country action plans (JCAPs) which started in 2020 (and in response to the demand for PICT program specificity) have begun to address the need for data disaggregation in-country action and results in work. Finally, as it is related to regional gender equality work, donors are invited to the Pacific Gender Coordination Group and thus engage in design, monitoring for results and coordination through this mechanism

Notably, UN Women has funded a full-time program staff to lead OG2. The UN Women leadership for convening development partners in the region was reported as a key feature for results as UN Women co-chairs, alongside SPC, established the Pacific Gender Taskforce to strengthen coordination between regional organizations, UN Agencies, women-led civil society organizations, and development partners working on gender across the Pacific. A sub-group of the task force, the Gender Technical Working Group, meets regularly to support strategic engagement in regional and global gender equality fora. Taking the work of the OG2 to this wider group ensures that the work continues in broader spaces than the UN.

For OG2 outcome level results, however, evaluation participants stated that while there are many convening's about how UN agencies engage across a range of groups including LGBTIQ+, rural women, persons with disabilities, there was no formal intersection with the humanitarian clusters including the Protection (Humanitarian) Cluster, although many of the same people are members of OG2 and the Protection Cluster.

The OG2 shared information, coordinated, and collaborated around initiatives and interventions that target women and girls and those most left behind. Interventions included work to end violence against women and girls, women's economic empowerment, women's participation, and leadership and gender and protection in humanitarian action.

The OG2 focused on partnerships and convening, technical support, and targeted interventions on key areas: promoting legal and policy reforms; preventing and responding to VAWG in line with international standards; and through the implementation of improved legislation and policies for the delivery of multi-sector, quality, and survivor focused essential services. The results are evident from the strong commitments of the PICTs made to end Violence against Women and Girls (VAWG), accelerating commitments through strategic partnerships and dedicated funding to end VAWG. The quality of national systems for women and girls to be able to access services that are survivor-centered, clinically safe, and informed by guidelines that acknowledge and embrace overall inclusion has been strengthened in all Pacific countries (UNPS annual reports).

As mentioned OG2 included other development partners in the convening exercises. In this sense, this showcased how all OGs can become inclusive to partner as think tanks, adding value and ownership for the region. It was showcased as a lead analytical partnership body leading the work of all the UN and development partners in the subject area. OG2 has been working well as a regional gender coordination mechanism that meets every quarter and includes different bodies, mainly the UN, SPC, and civil society.

Notably, evaluation participants shared a consensus that while some UN agencies' programs are gender targeted and gender is mainstreamed, others need mainstreaming and capacity building. For instance, while all of UN Women's work is gender mainstreamed and gender-targeted and UNICEF has a direct mandate for support to young girls and in implementing rights-based approaches, others do not have a strong mandate for mainstreaming and or capacities. There is work to do on UN capacity building for UN program gender mainstreaming. On a positive note, there were joint-UN gender-related capacity building activities for UN agency staff highlighted in the current cycle and led by OG2 -workshops held on 22 June and 23 September 2021. The call for these gender-related capacity building was often deliberated at the UNCT, given its importance (evaluators reviewed notes).

Evaluation learned that in response, to the need for building capacity for gender programming, a capacity-building exercise was conducted in 2019. A gender assessment was carried out in 2020 where disaggregated indicators were developed to track regional work on gender equality and women's empowerment. The Gender scorecard exercise was introduced in 2020 and conducted in the Pacific as a guided self-assessment with internal coordination support provided by UN Women, UNFPA, and RCO Fiji. The Scorecard measures gender mainstreaming in UN common processes across 15 indicators within seven dimensions: 1) planning; 2) programming and monitoring & evaluation; 3) partnerships; 4) leadership and organizational culture; 5) gender architecture and capacities; 6) financial resources, and 7) results. The 2020 results showed that the UNCT in the Pacific exceeded or met minimum requirements for seven of the indicators.

***Finding 13: Outcome Area 3, OG3: Sustainable and Inclusive Growth - To ensure inclusive and sustainable economic empowerment, the UNCT assisted PICs to develop policies; strengthen informal businesses; create job opportunities; develop social protection systems; advance the Decent Work Agenda; improve the delivery of technical and vocational education, and ecotourism; develop farm-to-table business models; and improve access to finance for low income and vulnerable people.***

Evidence of OG3 Inclusive growth and economic-oriented results by the individual agencies are extensively detailed in the UNPS annual reports 2018, 2019, and 2020. The number of joint programs shown in the relevant section above also testify to the results. The OG3 group is co-chaired by ILO. The group presents a unique value-added as a platform for convening UN technical leaders in the region on subjects related to social issues, labor, and the economy. The group supports outcome-level results mainly through convening UN agencies and by hosting discussions concerning the PICT's social-economic protocols, including a youth economic assessment related to the UN common country assessment CCA. Per interviews, participants shared a common view that while there has been significant work across the portfolio, there was a need for a greater UNPS focus on the economy including livelihoods, and productive capacities. The OG3 convening has also enabled joint UN agencies to work on the complex nexus of poverty and economic issues. ILO's co-leadership as a non-resident agency was highlighted as adding value. ILO has significant technical and cross-country experience and its leadership was reported as positive for results, adding value to the joint assessment and program design processes. ILO also brings to the table, a unique set of tripartite partners.

During period, OG3 collected UN-wide information for annual reports, provided technical inputs to the CCA on the economy, undertook a youth entrepreneurship ecosystem assessment, provided a timeline for CCA and country-specific contribution to CCA. Interviewees reported the OG3 conducted a highly visible UN assessment during Covid 19 –an informal economy social economic assessment which discussed the informal economy and program development for it post-Covid 19. UNPS OG3 group members stated they had participated in the UN virtual missions with country partners – and participated and present results and provided inputs for JCAPS. The group led the work on the Covid 19 response plan highlighted in the section on emerging issues above.

As found in the annual reports, in 2020, the ILO Office for Pacific Island Countries held consultations with Tuvalu and Kiribati ILO tripartite partners to discuss standard employment contracts (SECs) for migrant workers and relevant human rights and labor standards across key sectors such as fisheries and horticulture. The rights of migrant workers have been a priority of the Pacific Climate Change Migration and Human Security (PCCMHS) program. The work has been extensive and the UNPS has been able to bring the collective UN technical agencies together on this subject which is a clear value-added result.

Progress was also highlighted under SDG8 where the UNCT is assisting SIDS to foster enabling environments for private sector initiatives by recognizing the economic benefits of marine and land ecosystems while ensuring their sustainable management. Acknowledging the catalytic impact of partnerships to attain the 2030 agenda, the UN enhanced its partnerships between and beyond UN entities, governments, international financial institutions (IFI), and civil society organizations in 2020 making progress on SDG17. Running socio-economic impact assessments of COVID-19 strengthened collaborations with government agencies, UN Agencies, and IFIs such as the Asian

Development Bank and World Bank. Some other key examples of highlighted UNSP supported activities included joint UNDP, FAO, and ILO in Samoa work that sought to manage the youth employment. Additional joint work highlighted was on women's economic empowerment (Markets for Change) and digital transformation with the support of the Accelerator Lab of UNDP. Significant work has taken place on financial inclusion through the UNDP-UNCDF Pacific Financial Inclusion Programme. A large portfolio of FAO-provided support to farmers has been in place for sustainable agriculture including through the 25million FAO-IFAD-WB joint program.

***Finding 14: Outcome Area 4, OG4, Under Priority Area 4 "Equitable Basic Services" the UN has made substantive headway in achieving progress on SDGs 3, 4, and 6 with a focus on three major challenges necessary to overcome the key health, education, and WASH system bottlenecks in the Pacific. Collaborating agencies: ILO; IOM; UNAIDS; UNDP; UNESCO; UNFPA; UNHABITAT; UNICEF; UN Women; WHO***

For OG4 expected results, evaluators learned based on the surveys and feedback from interviews, that from a results-based monitoring perspective, the number of indicators (11) was over-ambitious and not practical, especially for the current ME capacities and data availability in the region (also see discussion on monitoring and data availability related issues above). A key feature was UNICEF's co-lead and the availability of the UNICEF household surveys to support programming and monitoring of basic services interventions at the community level.

Through the UN agency interventions and particular the agency inputs of UNICEF and UNFPA, and with a clear and positive trend, the UN system has contributed enormously towards reducing child, neonatal, and early infant deaths as well as high levels of stunting in children; improving quality of education and teaching, and access to safe drinking water and sanitation in rural, peri-urban and remote areas. Enrolment in basic education is also reported relatively high in the Pacific, and most countries are on track to achieve universal primary education while some PICTs are progressing well with regards to early childhood education.

Under SDG6 progress has been shown through the commitment of PICTs to develop and endorse the Pacific WASH Strategy supported by the UN and its strategic partners. PICTs have managed the public health threat from the COVID-19 pandemic remarkably well, with only a few countries recording relatively small numbers of cases and few deaths. COVID-19 inflicted massive depletion of financial resources that reduced the ability of PICTs to address critical infrastructure bottlenecks, progress on climate adaptation measures, and pursue sustainable development. The UN and international partners are supporting PICTs to diversify their economies, improve food security and accelerate structural transformation.

Since the last UNPS annual reporting period, the evaluators learned the UN system mainly through the UNICEF's work portfolio had focused on ***three major challenges*** necessary to overcome key health, WASH and education system bottlenecks in the Pacific, which contribute to high rates of neonatal and early infant death; high levels of stunting in children; quality of education and the quality of teaching; and access to safe drinking water and sanitation in rural, peri-urban and remote areas.

Additionally, reports are that the collective efforts of the UN system strengthened basic services policies and legislative frameworks, improved planning and coordination mechanisms, and improved delivery of quality services, including at the community level. For example, there are Social Protection programs in Samoa and the Cook Islands, Niue, and Tokelau to develop and enhance SP policies and strengthen SP floors. Support for immunization and SRHR is being provided to the Ministry of Health (UNICEF, WHO, UNFPA) and its network of medical facilities and personnel. As mentioned, in response to COVID-19, UN Agencies and partners worked together to establish a Pacific Joint Incident Management Team (JIMT) to coordinate preparedness and response efforts. Despite avoiding or quickly containing COVID-19 transmission in the 14 PICTs, essential health services were disrupted, and government revenues declined.

***Finding 15: Outcome Group 5, OG5, "Governance and Community Engagement" and in line with SDGs 3, 8***



*and 16, the UNCT assisted PICs to sustain peace and stability, and work with governments and parliaments to develop innovative mechanisms to increase interaction and consultation with citizens (focusing on marginalized groups, and in particular women and youth). Collaborating agencies: ILO; IOM, UNDP; UNESCO; UNFPA; UNHABITAT; UNICEF; UNODC; UNOHCHR; UN Women.*

As with the other themes, the review of OG 5 results were based on the individual and collective agencies work programs, collected by the OG thematic leads and reported through the annual reports 2018.2019.2020 and during interview and surveys. OG5 group is currently co-chaired by UNDP and UNICEF. A key finding about the monitoring OG5 process has been that the perception of the utility of the outcome group support to the actual results was mixed and that in cases members issues under the theme and covered by the outcome groups did not fit. In addition, reporting through the outcome group and at the agency at times caused double work for some members. They reported having to report twice as per their own country plans.

Nonetheless, the evaluators noted the totality of the UN system contributions in the area of governance and community engagement has been considerable, especially from individual and joint efforts of UN Women, UNFPA, UNDP, UNICEF, etc. who have been showcasing practices cutting across the themes of democratic governance, civic participation, and basic services delivery and targeting the most vulnerable and marginalized and especially as it was pertaining to issues concerning children and women's rights.

Some notable efforts included UN system support to follow up on a 2017 PICT commitment to improving data availability, whereby the PICTs established a set of 132 Pacific Sustainable Development Indicators (PSDIs) to monitor progress against regional and global priorities. PICTs can now monitor more than half of these priority indicators. Kiribati and Tonga were supported to implement aspects of their MICS/DHS and both launched their report findings.

Additionally, a partnership with the Pacific Islands Association of Non-governmental Organizations (PIANGO) was furthered and is instrumental in bringing CSOs and over 400 citizens to engage with parliaments to analyze the impact of COVID-19 and implications for budgeting in response to the impacts of COVID-19. The ability of the UN to negotiate with development partners and the 14 parliaments in the region to enable the reprogramming of funds in response to the impacts of COVID-19 is having positive results by supporting institutional business continuity. Another notable result based on the contribution to this theme was the establishment of the Pacific Group on Disability Statistics as a coordination mechanism to guide the collection, compilation, analysis, dissemination, and use of disability statistics.

In so far as contributions to democratic governance, notable contributions were highlighted during the evaluation as work Anti-corruption, transparency, and accountability including UN support to three countries (the Cook Islands, FSM, and Fiji) in drafting anti-corruption strategies, and supported the Solomon Islands and Kiribati to implement their existing anti-corruption strategies. The UN partnership with the Pacific Islands Forum Secretariat (PIFS) is reported as being key to the successful Kiribati Pacific Regional Conference on Anti-corruption in February 2020 and the adoption by 18 Pacific Leaders of the Teieniwa Vision "Pacific Unity against Corruption". This was supported in partnership with PIFs, DFAT, and MFAT.

Highlighted results pertaining to access to justice, human rights protection, and service delivery were reported as included 6557 people in Fiji who have received a COVID-19 response through integrated information and service delivery provided by the government and CSO partners through the UN REACH Platform. The UN REACH Platform in Fiji supported 6,557 People. 46% Women 38% Men 16% Children Additionally marginalized populations including remote communities, urban poor settlements, women, and children increased their awareness and knowledge on SGBV, child abuse, and the rights of persons with disabilities, and accessed social, economic, and legal services provided by the government and civil society service providers through UN coordination and grant provision to CSOs.

A total of 21,545 people, of which 59% were women and 41% were men, were reached through the COVID-19 response integrated services delivery modality. It assisted countries on increasing the transparency of institutions and the accountability of decision-makers developing anti-corruption mechanisms. UNCT in partnership with national institutions, regional organizations, and civil society organizations assisted PICTs to strengthen inclusive political processes by supporting the participation of women, youth and people with disabilities as well as those in remote communities in the democratic governance processes. Concrete results have been achieved in increasing women's participation in governance and political processes despite the complex and challenging contexts of many PICTs.

Other highlights included: a UNDP-UN Women-ESCAP joint programme on SDG financing for the development of the Integrated National Financing Framework (INFF) in Samoa, Cook Islands and Niue; A UNESCO and UNDP joint program – Samoa Knowledge Society Initiative to strengthen access to public information, knowledge-based governance and development of digital resources including a digital library, lifelong learning and open research platforms; Jointly with UNODC, UNDP assists the Government of Samoa in the implementation of the first COVID-Era Elections: Vanuatu was the first country in the world to hold elections, with UNPS OG5 member's support, after the pandemic was announced. UNPS members support included a review of election procedures and procurement of PPE and sanitizers for voters and electoral officials. Solomon Islands held elections with lead UNPS OG5 member support. A milestone was reached with the election of four female MPs, which is the highest ever number in its law-making body. UNPS OG5 member efforts to build capacity through the Women Candidates Electoral Clinics and the Women of Excellence Leadership Initiative contributed to this achievement.

For highlight of work on community engagement and to mark the 75th Anniversary of the United Nations in Fiji and across the nine other Pacific countries under the UN Fiji Multi-Country Office, the Resident Coordinator's Office launched a number of in-county campaigns. The UN undertook a bold approach and organized one of its first-ever UN75 Community Week campaigns. As part of the commitment to bring the United Nations closer to the people, the UN engaged in a variety of community engagement activities, working in partnership with UN Agencies based in-country, government ministries and departments, the private sector and civil society organizations. These community engagement activities comprised high-level participation, informal talanoas at community level, and house-to-house/one-on-one conversations. The UN delivered the "Pacific Unite Concert - Saving Lives Together Virtual Concert" to highlight the work of the many thousands of health care workers and essential service workers who work tirelessly to support Pacific countries manage the health-related challenges of COVID-19. It was a first-of-its-kind televised and digitally streamed concert that called on leaders and citizens across the region to work together and with the rest of the world in the fight against COVID-19.

***Finding 16: Outcome Group 6, OG6, Human Rights (HR) programming is cross-cutting and require extra-regional efforts for partnerships, capacity building, and policy mainstreaming, and monitoring***

As with the OG2 Gender group expected results, the UNPS OG6 Human Rights expected results are cross-cutting outcome areas and particularly work involving climate change, gender, social cohesion, rights of LNOB groups, (such as Persons With Disabilities). As with the OG2 focus on monitoring Gender results, evaluation participants shared a consensus that while some UN agencies' programs are targeted and human rights is mainstreamed others need mainstreaming and capacity building support. Noteworthy as stated by interviewees was there was no working mechanism for monitoring and sharing across outcomes to facilitate the mainstreaming for human rights-based programming and approaches. Evaluator learned that the DMEG was intended for that purpose but it was not working for the full UNPS period.

Nonetheless, excellent showcase examples were provided by respondents of the UN system programs and synergies supported by the UN OG6 convening's across individual agency programs including: The UN Committee on the Rights of the Child (working with OHCHR, UNICEF, the RCO, and other relevant organizations) held an extraordinary session in 2020 in Apia; Samoa conducted a Universal Periodic Review of human rights in 2021; and OHCHR for instance, supported capacity building of the Ombudsman NHRI. Additionally, there has been significant

normative work done by UNESCO and ILO that is not explicitly reflected in the UNPS but continues in the countries (for a full list of case examples, see the UNPS Annual report 2020). OHCHR and UNICEF worked with the Fiji Parliament encouraging the State to ratify two Optional Protocols to the Convention on the Rights of the Child, which Fiji did in March 2021<sup>65</sup>.

Generally, increasing the focus on human rights mainstreaming was led, convened, and monitored by UNPS OG6 to ensure a more holistic understanding, analysis and implementation. As the co-chair of OG6 along with ILO, UNOHCHR has technically maintained close links with UN Women and OG2 on gender equality, UNDP and OG5 on governance as well as with OG1 on climate change. Most significantly, through convening, and per the harder “institutional indicators”, evaluators learned, OG6 had exceptionally facilitated *five new joint* submissions to the UPR process in several PICT countries including Samoa and Palau, and the Marshall Islands.

Under the UNPS and focusing on the 14 countries covered by the 2 MCOs throughout this period, the OHCHR Regional Office for the Pacific (ROP) has led and engaged closely with UN and non-UN partners. The OHCHR Regional Office for the Pacific (ROP) worked closely with the RCOs and the consultants working to develop the UNPS and the CCAs; provided leadership on inputs and advice towards Treaty Body/Special Procedure/Universal Periodic Reviews and in support of the Outcome Group 6 results; and consistently contributed to the development of respective Joint Country Action Plans to ensure the integration of a human rights-based approach.

At the Outcome and country-level, there has been provision of support towards countries’ review and reporting under treaty bodies and the UPR and support for the establishment of NHRIs in line with its mandate and Outcome 6 indicators. Through a strengthened partnership developed within the Outcome Group on Human Rights, OHCHR succeeded in creating greater synergies with other UN agencies such as UNICEF as part of its efforts to support the increase of CRC ratification status in the Pacific region. Engagement with the UN CRC as well as national Parliaments and working groups provided the necessary platforms to highlight countries’ progress and the implementation of recommendations that are aligned with child rights standards and a willingness to honor their reporting obligations despite the existing lack of human and financial resources.

#### *UNPS HR Performance Monitoring Framework and Oversight*

Evaluation participants reported that when using the UNPS as a guiding framework including for country action planning (JCAP) at the outset of country and yearly planning, the challenge was the differing levels of information by UNPS outcome against the identified priorities and its alignment with country development priorities.

Evaluation participants reported that more active, strategic, consistent, and human rights-based monitoring and evaluation focus by the DMEG and Coordination Group throughout the cycle could have supported a greater focus on achieving results and resources used. Increasing the focus on monitoring and evaluation and human rights indicators for the various UNPS groups, and importantly for program staff which provides inputs for UNPS reporting, is a gap and critical area that needs more focus. Beyond the UNPS indicators and the orientation of the JCAPs, incorporating an increased focus on human rights indicators is especially needed now and going forward in the COVID response environment. This is to support engagement with Governments and the future respective socio-economic responses and data collection is not ‘human rights neutral’, rather human rights dimensions are captured and agencies can be more responsive to the impact on groups classified as those left behind.

#### *HR Regional Partnerships*

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<sup>65</sup> A milestone was reported as being when the 84th Extraordinary Session of the Committee of the Rights of the Child (CRC) held in Samoa in March 2020 was the first-ever treaty body session to be held outside Geneva or New York.

Regional partnerships have been built under the UNPS priority areas as these are broad thematic areas of interest to Pacific Governments and institutions. A successful example of UN Outcome Group coordination with external and regional partners has been through the Gender Coordination Group under the work of OG2 which has provided a forum for strategic discussion on gender equality and developments. Evaluation participants say this has been successful because there is a dedicated staff position in UN Women for OG2 coordination within the Outcome Group and with regional partners. For other outcomes and including human rights, this was not reported as the case (staff available for coordinating external partnerships in the OG) but needed. UNOHCHR has undertaken forums to engage with external non-UN human rights partners. This was primarily undertaken at the agency level and not institutionalized as part of the OG6 structure and work, although the OG6 has supported it in principle by endorsing the OHCHR suggestion to have Human Rights Coordination meetings (= OG 6 +) modeled on the Gender coordination meetings co-chaired by OG2 and SPC. In the future, building strategic partnerships can be advanced by ensuring alignment of the UNSDCF with regional priorities outlined by Pacific leaders and regional institutions and resourcing for coordination positions within the thematic groups for engagement within the UN and with regional partners.

*Emerging areas including Covid 19 shifted the HR priority development focus to humanitarian programs*

New and emerging priorities and needs have been seen in the UN's response to natural disasters, which have been very frequent, and COVID. These have been primarily regarded as humanitarian responses.

For instance, OHCHR has supported countries' humanitarian responses, including through the Pacific Humanitarian Protection Cluster to ensure a human rights-based approach as part of the ongoing humanitarian response and responding to the needs and priorities of the most vulnerable of society such as women, children, the elderly, and persons with disabilities.

COVID-19 Accelerated HR dimensions in Humanitarian Programs

As highlighted already, COVID has significantly impacted general programming by the UN in the Pacific. As unemployment rates rise and people struggled to meet basic needs, the impact of the pandemic revealed the need for a sustainable social security system and to address unequal distribution of wealth. This promoted a focus on vulnerable, disadvantaged, and marginalized populations with attention to the impact of COVID-19 and natural disasters on these groups. Notably, as part of COVID mitigation and containment measures, Pacific countries have enforced restrictions around freedom of assembly, right to movement, right to expression, media freedom, and civil rights. Agencies through OG6 and independently, shifted focus to critical human rights issues emerging from the COVID-19 crisis, advocating for attention to the situation and rights of groups at risk of discrimination and inequality, for example about the safety and protection of persons in detention, the rights of persons with disabilities and restrictions on human rights that have been imposed as a result of emergency measures.

The importance of human rights protection during COVID 19 whilst continuing to promote compliance with human rights standards and reporting and implementation under international mechanisms have been raised across the UNPS structures and was led by the OHCHR. Evaluation participants reported a challenge in mainstreaming human rights across the UNPS outcome areas and undertaking human rights analysis, monitoring, and reporting as a collective on the impact of these events to inform responses.

Lessons learned and experience of these processes of accessing funding for human rights interventions, have shown a clear need to support capacity development within the system. This is to meet gender markers and incorporate a human rights-based approach and develop interventions that are responsive to human rights trends and developments and pre-emption of risk. The OHCHR has pursued joint programs with agencies through additional funding sources for human rights, including the Human Security Trust Fund and Peacebuilding Fund.

Another positive example of collaboration and results on human rights across UNPS outcomes was provided as linkages between climate change, labor mobility, and human rights under the Pacific Climate Change and Human

Security Programme (PCCMHS). To complement this support and ensure a focus on vulnerable, disadvantaged, and marginalized groups, OHCHR undertook specific activities such as a Pacific climate change and youth workshop, to unpack the human rights impacts of climate change and highlight human rights violations that have taken place as an indirect or direct result of climate change and outline how youth groups involved in climate action could use human rights mechanisms this impact. However, in terms of joint programs 'supported' by the UNPS, there are few concrete examples. OHCHR has been engaged in PCCMHS 2019-2022, but it was reported as having been fundraised specifically by the four agencies involved.

For the next UNSDCF, increased human rights mainstreaming and a stronger human rights analysis by agencies and across outcome areas is needed to better articulate the experiences of vulnerable groups, and responding to this would support a stronger leaving no one behind focus.

### 3.5. SUSTAINABILITY

This section of the report is formulated to assess the sustainability of UNPS by addressing the following key question presented in the evaluation's ToR.

***What mechanisms, if any, has the UNPS planned for - and UNCT established - to ensure socio-political, institutional, financial and environmental sustainability?***

***Finding 17: UN's operations in the region have included several features that have promoted the sustainability of achievements – development of policy and legal frameworks, inclusive processes, etc. Resource mobilization has been successful and provides sound foundations for further programming in the region. However, there are aspects of sustainability that require greater attention from the UNCT, such as the need for stronger national ownership of joint structures at the country level, the development of exit strategies or use of existing national mechanisms, instead of creating parallel structures. Two key issues for the sustainability of UN activities in the region that require greater attention are resource mobilization and knowledge sharing and institutional memory.***

#### Socio-Political Sustainability

There are various features of UN's work under the UNPS that have promoted the socio-political sustainability of achievements. Evaluation participants appreciated the central role that the UN activities have given to human rights and the vulnerable and disadvantaged people – women, children, persons with disabilities, people at social risk or with health challenges, etc. Compared to the 2013-17 UNDAF, the UNPS outlines human rights as a standalone priority area. A dedicated focus on the promotion and protection of human rights, and the corresponding outcome group to enable this, has been critical for ensuring visibility on PICTs' human rights situations, obligations and the implementation of their commitments. Thanks to this focus, the UNPS has been largely in line with the “leave no one behind” principle globally upheld by the UN. Human rights and gender equality are perceived as key themes integrated in most of the activities of UN agencies.

However, there are aspects of sustainability that require greater attention from the UNCT.

- As has been previously noted, the UNCT needed to promote greater national ownership of joint UN structures at the country level (such as the JPOs/CPOs and JCAPs) and the use of national systems without increasing the transaction costs for governments. For the upcoming framework to be fully owned and utilized by UN agencies, governments, regional institutions, CSO, and donors, a strongly participatory and inclusive process will need to be instituted both at the formulation and implementation stages. It is important to ensure that there is sufficient consultation with representative civil society and social partners ahead of the finalization of the framework. It is

key not to create the impression that the UNPS is a framework only for government-UN collaboration. In fact, it is a Partnership Strategy for all stakeholders.

- UNPS activities have contributed substantially to the development of policies and strategies at the national, sub-national or sectoral levels. A wide range of policies, strategies and laws have been drafted with the support of UN agencies throughout the region. The main contributions in this area are outlined in the “Main Contributions” section of this report. This work has had important implications for sustainability because the embedding of key provisions or commitments into public policies, strategies, policies and laws creates responsibilities and obligations from governments and other national partners. For all its importance, what gets written on paper is not enough. There is equally a need to ensure that what gets drafted is followed through at the implementation stage. Evaluation participants emphasized the need for more effective implementation of policies, strategies, plans, etc. This is important for the sustainability of UN interventions, because it ensures that the outputs of UN projects (such as policy documents or draft laws) get transformed into outcomes (such as improved living standards or enhanced governance). The effective execution of policy frameworks requires good action plans linked to clearly identified financial allocations from state budgets. There is a need for UN agencies to tie policy making more effectively to the public financial management (PFM) system of the respective PICTs. For this, the UN system needs to strengthen its engagement with the PFM process and ministries of finance.
- UNPS activities have also promoted public innovations and have facilitated several piloting initiatives. Piloting is a key feature of the work of many agencies in the region, with the expectation that successfully piloted initiatives will be replicated, scaled up and institutionalized. One aspect of this work that requires improvement is the tracking of pilots at the level of the UN/UNPS and over time. For the evaluation team it was difficult to create a good understanding of what has been piloted at the UNPS level in the region in the current programme cycle and what the likelihood of sustainability is for those pilots. This information is not readily available and is not presented in an easily accessible fashion in the UNPS documents. The UNCT needs to establish an effective system for tracking the performance of pilots over time – the lessons they generate during the piloting stage and the extent to which they get replicated and scaled up. As part of the M&E infrastructure, the Pacific UNCT need to focus more on documenting results, lessons, experiences, and good practices so that they are shared more widely, replicated, and scaled up. The RCOs can play a greater role in facilitating this process.

### Financial Sustainability

In the current programme cycle, the agencies have mobilized substantial external financing to support implementation of the UNPS in spite of constraints to the availability of development financing available for the region.<sup>66</sup> Resource mobilization in response to COVID-19 has been particularly successful. Funding sources for the COVID-19 response included the UN Central Emergency Response Fund (CERF), UN Secretary General’s COVID-19 Response and Recovery Fund; and additional provisions through agencies such as UNICEF, UNOPS, UNDP, UNFPA, FAO and IOM, along with many others. The UNPSF is a first example of a pooled fund designed to support a regional strategy. The efforts made by the RCOs to use the UNPS as a platform for resource mobilization are commendable. As noted previously in this report, the number of joint programmes has increased in the last couple of years. The agencies have also made progress in accessing financing from multilateral organizations - WHO and WFP signed an agreement with the European Union (EU) under the EU-PIFS Financing Agreement to help countries in the region mitigate the impacts of COVID-19.<sup>67</sup>

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<sup>66</sup> For example, UNDP reported a significant increase in resources mobilized under UNPS (approx. USD 814m when using CBF or USD 649m when using JCAPs) in comparison to USD 282m planned in the UNPS document.

<sup>67</sup> The agreement focused on five main outcomes: increased readiness of countries for effective COVID-19 response operations with a special attention to those living in vulnerable situations; strengthened ability to test, detect and

PICTs have limited availability and sustainability of development finance, which represents a challenge for the sustainability of the operations of the UN system in the region. UN agencies identified the limited availability of funding as a key challenge they are facing (despite the good results in fundraising in the current programme cycle). Also, government officials expressed concern over the limited amount of funding associated with UN programmes. Evaluation participants noted that there is competition for resources between the UN agencies or between UN agencies and other organizations (e.g. CROP agencies). Financing by the governments of the region is not a real option because of limited resources and financial constraints emanating from the COVID-19 crisis. Furthermore, several evaluation participants noted that agencies, or even the different project teams within the respective agencies, approach donors on an ad-hoc basis, sometimes on similar issues and similar countries or jurisdictions and this has not allowed the UNCT to respond to development challenges in the region in a coordinated fashion as envisaged under the UNDS reform. Also, resource mobilization efforts and results have been uneven across outcome areas, depending on the availability of funding. Outcome area 1 has by far received most of the funding in the current programme cycle.

From RCOs' records, the UN has not received any co-financing from Pacific member state governments in the course of the UNPS implementation.<sup>68</sup> Governments have provided in-kind contributions to match the budgets of agency projects. Given the narrow fiscal space, the severe economic downturn generated by the pandemic and the costs incurred by disasters, many evaluation participants reported that there are no real prospects of cost-sharing in the Pacific. The UNPS coordination mechanisms did not include a resource mobilization mechanism. Resource mobilization results have not been driven by a joint strategy, but have rather been the result of individual efforts by the agencies. No Resource Mobilization Strategy (RMS) was developed under the UNPS.

Pacific governments expect the UN system to expand its financial capacity to respond more effectively to their needs. In this situation, the UNCT needs to place the resource mobilization process on a more strategic footing.

- For the upcoming cooperation framework, the UNCT should develop a joint RMS closely linked to the results framework. The RMS will help the UNCT to make progress in co-designing, co-budgeting and co-managing multi-year joint programmes. Country-level resource mobilization strategies should be developed under the RMS and linked to JCAPs.
- The UNPSF provides the foundations for a joint fund that needs to be further developed and expanded. The UNCT needs to attract additional donors beyond New Zealand to channel resources through the UNPS platform and UNPSF. As the UNPP is in its early phase and serves as a pilot for other donors, it will be important to manage the fund with utmost care and nurture the partnership with New Zealand. Beyond this, it will be important to track and document its performance and regularly share the results with other donors.
- There are opportunities for closer cooperation between the UN system and regional structures such as CROP on resource mobilization. Greater coordination will avoid unnecessary competition for resources and will contribute to better efficiencies.
- The RCOs could play a stronger role in coordinating resource mobilization. The recent enhancement of the RCO role and network should enable more effective regional and national level joint resource mobilization and country-based financing strategies. The presence of a solid RMS will be crucial. Also the existence of the UNPSF joint fund provides the RCOs with greater opportunities for a more cohesive approach to resource mobilization at the UNCT level. Further, opportunities for co-financing and partnerships with IFIs could be pursued in a more systematic and coordinated fashion at the regional level. As has been noted in previous sections, there should also be efforts to engage the private sector more effectively in development activities in the region.

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monitor for COVID-19 presence in partner countries; reduced risk of spread and excess morbidity and mortality from COVID-19 and other health issues; improved collaboration between environment, animal and public health sectors and an efficient logistics and delivery mechanism for COVID-19 response.

<sup>68</sup> There were only records of some governance programmes at UNDP back in 2016-2018 that received co-funding from Government of Palau and Government of Tuvalu.

## Institutional Sustainability

The UN system has supported the development of key national policies, programmes, strategies and legislation, which ensures the sustainability of its interventions. The inclusive approach of many UNPS activities has facilitated their sustainability. Also, the most prominent achievements outlined in the “Main Contributions” section of this report demonstrate good sustainability as they have had the full engagement and support of the respective governments and other national partners.

However, evaluation participants noted that some UN interventions lack mechanisms to ensure sustainability. There has been no joint thinking about UNPS-level sustainability and exit strategies. Programme design needs to include exit strategies prepared in close consultation with national counterparts to ensure that there is continuity of activities. Also, the UNCT should use more of the existing institutional mechanism in the countries rather than creating a parallel mechanism only for the UN especially given the small size of the countries with limited human resources.

Another institutional factor that is crucial for the sustainability of UN activities in the region and that requires greater attention is institutional memory. The UNCT lacks a well-established and well-managed repository of information. Available information is scattered among RCOs, agencies and JPOs/CPOs. There is a lack of historical records on certain aspects of UN’s work in the region. The Samoa RCO for example lacks historical information about JPOs in its sub-region, which suggests an inadequate handover of responsibilities from the agencies to the RCOs during the UN reform process. As noted previously, financial information is not collected in an aggregated form. UN Info has not been operationalized yet. The various documents needed for this evaluation were provided on request by the various RCOs. The process would have been much easier if a central database of information has been established and managed in a well-coordinated fashion by all three RCOs. The UNCT needs to establish a systematic approach for how information is recorded, stored, managed and retrieved. More importantly, it should nourish a culture of record-keeping and documentation. All relevant documents should be properly catalogued and key meetings and processes need to be appropriately recorded. Such information should be made easily accessible to UN staff and partners.

Another institutional factor that is crucial for the sustainability of UN activities in the region and that requires greater attention is knowledge sharing. UNPS’s cross-country and cross-sectoral nature make it a unique vehicle for the sharing of knowledge, expertise and lessons learned across agencies, country governments and other stakeholders. The work that the UN system has carried out in the Pacific has created a significant amount of knowledge in a wide range of sectors. There have also been some innovative initiatives aimed at knowledge sharing, such as the Pulse Lab, as part of UN’s global network of digital data labs. Another one is the establishment of a digital library through the Indian Government Knowledge Management, which helped Samoa establish digital libraries.

However, challenges remain due to the fragmentation of delivery under the UNPS. Opportunities for an effective sharing of this knowledge across country and agency borders have not been tapped effectively. This knowledge and expertise remain scattered in different countries and agencies. With the exception of the few OGs and joint programmes already noted in this report, there have been few platforms at the regional level where the exchange of knowledge and expertise has taken place effectively. The UNCT has not come up with an approach for how to manage the immense amount of knowledge and expertise that it generates in the region. A knowledge management strategy has not been developed. More effective coordination in this area presents huge opportunities for the UN, especially in a multi-country setting like the Pacific. The OGs need to be beefed up and become platforms for the exchange of experience and expertise across agencies and countries. They should become more open to national counterparts and development partners to facilitate greater transfer of knowledge. This work should be based on a clear strategy for improving UN’s position in the Pacific as a knowledge organization.

## Environmental Sustainability



The key theme running through the work of the UN in the Pacific has been that of climate change and disaster resilience. Through many contributions aimed at building and strengthening the region's institutional framework to cope with climate change and natural disasters, UNPS activities have upheld the principle of environmental sustainability. In their respective areas of competencies, the UN agencies have supported governments to strengthen national capabilities to respond to disaster and climate change challenges. The amount of work by the UN system focused on environmental sustainability has been immense and has constituted about 50% of the UNPS in financial terms.

The UN has supported the PICT government in embedding environmental sustainability in their policy and legal frameworks. This has been achieved through the development of policy and legal in various PICTs, as well as the development of Nationally Determined Contributions (NDCs) to the United Nations Framework Convention on Climate Change (UNFCCC).<sup>69</sup> Support has also been provided on NDC implementation through various renewable energy and energy efficiency interventions to eight PICTs which enhanced the capacity of the countries to report to UNFCCC.

A key aspect of sustainability has been the fact that the UN's policy and programme work has been aligned to and supportive of the Framework for Resilient Development in the Pacific, an integrated approach to addressing climate change and disaster risk management 2017-2030 (FRDP), the Pacific Resilience Partnership (PRP) and the Framework for Energy Security and Resilience in the Pacific (FESRIP): 2021- 2030 currently under approval. Also, thanks to UN support, financing for climate change adaptation and mitigation has increased in the region, with several PICTs being able to leverage funding from the Green Climate Funds.

A clear and important priority for OHCHR and the UN that has received important attention by Pacific countries is the human rights impact of climate change and human rights-based approaches to climate action. With Pacific leaders' recognition of climate change as an existential challenge for the region and this being grounded in regional declarations, bridging work under interventions that span support under both priorities 1 and 6 has advanced. There has been momentum to promote and implement more integrated and human rights informed climate action.

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<sup>69</sup> Eight Pacific Island Countries: Kiribati, Nauru, Palau, Tonga and Vanuatu, Cook Islands, Niue and Samoa updated their UN Nationally Determined Contributions (NDCs) with UN support, with the aim to report to the United Nations Framework Convention on Climate Change (UNFCCC) Tonga became the first Pacific Island Country to submit its second NDC in December 2020 and has committed to a 13% reduction in GHG emissions by 2030.

## 4. CONCLUSIONS AND RECOMMENDATIONS

The evaluation has generated ample information and evidence on the performance of the Pacific UN system under the UNPS. Based on the analysis presented in this report and the suggestions of evaluation participants, the evaluation team has derived a set of conclusions and recommendations, which are organized according to the key questions that drove the conduct of this evaluation. Responsibilities and timelines for the implementation of recommendations are outlined in Annex XVIII to this report.

### Conclusion 1

*To what extent has the UNPS implementation taken on the findings and addressed recommendations of the 2019 Multi-Country Office Review?*

This evaluation takes place three years after the initiation of the UNDS reform and the MCO review that resulted in a set of recommendations aimed at improving the level of coordination and programme support provided by the UN development system in MCO settings. It should also be clearly recognized that the UNPS programme being evaluated has unfolded under very challenging circumstances.

- The Pacific is a vast and complex region, with significant geographical dispersion of the countries and extraordinary distances and limited connectivity.
- The development needs and characteristics of each of the 14 countries are unique. These countries also have diverse administrative and political arrangements.
- Also, the scale and nature of challenges faced by the PICTs is enormous. These challenges include unique vulnerabilities of Small Island Developing States (SIDS), given their exposure to climate change, impact of COVID-19, limited access to international financing, increasing debt, devastation of their economies, etc.
- There is also complexity in the UN architecture in the region, with three RCOs covering 14 countries.
- Furthermore, from early 2020 the UNPS has been implemented in the context of the COVID-19 crisis, which has presented significant challenges for the UN system, as for all national counterparts and development actors in the region.

This evaluation represents an opportunity for taking stock of not only the realization of the UNPS objectives, but also the achievement of the UNDS reform and the recommendations of the MCO Review. The overall conclusion of this evaluation is that, despite all the challenges, the UN system in the Pacific has made improvements in its capabilities to implement in a more coherent, coordinated and integrated fashion under the UNDAF framework. The UNDS reform and the implementation of the MCO Review recommendations have invigorated the coordination and coherence of the UN system in the region. The UNDS reform has improved not only the agencies' awareness and understanding of the "joint delivery" approach, but also their commitment to joint coordination structures. The UNDS reform has also enabled the RCOs to beef up their human resources, a crucial requirement for a more effective coordination of the UN system. The MCO Review has led to the establishment of the third RCO responsible for the North Pacific. Another important result of the MCO Review has been the introduction of country-specific JCAPs, country-level UNCTs and annual country-level consultations with the key national stakeholders. However, for all the improvements highlighted in this report, the building of a cohesive and well-coordinated UN system in the Pacific remains work in progress. The achievement of the objectives of the UNDS reform agenda and the recommendations of the MCO Review require further work. The following conclusions outline key areas where further improvements are needed.

### Conclusion 2

*To what extent has the UNPS implementation fostered coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?*

The joint UNPS infrastructure has helped bring the agencies closer together and has contributed to coordination and cooperation, a result of which is the increasing amount of joint programming and the establishment of the joint fund. However, challenges stand in the way of stronger cooperation and collaboration that require the attention of the UNCT under the coordination of the three RCOs. In particular, the outcome groups and thematic groups have to be made fully operational and effective in their functioning and outputs. Roles and responsibilities within the UN system in the region will have to be defined more clearly. The three RCOs need to significantly improve their division of labour and the way they coordinate with each other. The UNCT should become the main platform where this shared understanding of roles and responsibilities is forged. There is also a need for greater engagement of national governments, CSOs, private companies, development partners, international financial institutions, etc., in the implementation of UNPS activities.

### **Recommendation**

#### ***Recommendation 1: Strengthen Inter-agency Coordination Structures***

The following are key measures identified in the course of this evaluation that will help with the strengthening of the UN coordination infrastructure.

- The UNCT should complete the full establishment and harmonization of the UNPS coordination infrastructure. This includes the full establishment of the third RCO for Micronesia and the establishment of joint committees in all countries.
- The UNCT should reach agreement on a clear and shared understanding of the roles and responsibilities of key coordination structures – key aspects that require more clarity are the role of UNCG vis-à-vis that of the RCOs, the role of OGs vis-à-vis that of the RCOs, etc.
- The UNCT should consider the option of expanding participation in country-level JSCs to non-state actors as a means to improving representation and strengthening the checks and balances of the UNPS processes.
- As a first step to improving coordination within the UNCT, the three RCOs should strengthen coordination among themselves. This will require the establishment of clear coordination procedures and systems.
- The RCOs should address the confusion of government counterparts about the role and responsibilities of the country-level JSCs by providing greater clarity and more information on these structures. Also, the specific role expected of JSC members representing governments should be further clarified – especially, whether they are expected to engage in planning and programming, or just oversight and coordination.
- The RCOs should also address their staff turnover issue which is seen as a challenge by some agencies.
- The OG's reporting lines should be fully clarified and the arrangement should be communicated clearly to all relevant parties. Also, the process through which the OGs provide information to UN entities should be clarified and communicated to relevant parties. OG meetings should be structured more adequately, both in terms of frequency and regularity of meetings and also in terms of agenda-setting, reporting, etc. The UNCT should consider the idea proposed by some stakeholders of opening the OG meetings to national stakeholders – one option that may be considered is the OG2++ format, which involves coordination meetings with a wider set of national stakeholders. Additionally, OGs could be turned into fora for the conduct of programme reviews with the involvement of representatives from the governments, civil society and social partners and the private sector.
- UNCT should ensure that DMEG is adequately established and meets regularly to ensure quality and completeness of data, including financial information. All the assessments and evaluations at the Pacific level should be coordinated and guided by this group.

- The UNCT should consolidate its strategic approach to communications by ensuring that the next programme cycle is underpinned by a single communications strategy. Such a strategy could be combined with a knowledge management strategy at the Pacific level. UNCMG should be strengthened and made fully operational, with regular meetings, clear commitment and strong participation by the agencies.
- Links between the work of the OGs and the thematic groups, especially DMEG and UNCMG, should be strengthened. One suggestion for how to do this is by having DMEG and UNCMG members participate in the OGs.
- Given the need for multiple interventions in this area, this evaluation recommends that UNCT take a harmonized approach in the establishment of coordination structures across sub-regions and countries. Although some degree of innovation and diversity is always desirable, the most essential of these structures (such as the UNCTs or JSCs) should function and operate in the same way independently of location. All of this can be achieved more systematically on the basis of a “*comprehensive review*” of the coordination infrastructure with a view to identifying the most appropriate measures based on the needs of all relevant stakeholders.
- If the review mentioned above will be conducted, the three RCOs should coordinate it in close cooperation with each other. Overall, the process of harmonization of coordination structures will require much stronger coordination among the three RCOs. The RCOs should also develop a shared vision on the instruments that they seek to promote for the coordination of agencies under the UNPS (i.e. monitoring and evaluation frameworks, etc.).

***Recommendation 2: Engage More Effectively with Regional Cooperation Structures***

- UN should strengthen its partnership with the regional inter-governmental organizations and bodies by developing a system-wide strategic approach for such engagement. The following are some more specific recommendations identified in this evaluation.
- The RCOs should conduct a detailed mapping of all the regional cooperation structures on the ground<sup>70</sup> and an assessment of the role they play in fostering regional cooperation. Such an assessment should be the basis for the identification of opportunities for engagement by the UN system. The process should result in the identification of regional players who can play a role in the implementation of the UNPS.
- Informed by the above-mentioned assessment, the three RCs must be given by the UN system and UNCT clear authority and resources to provide strong leadership and coordination in jointly negotiating a partnership framework on behalf of the UNCT with the relevant regional structures/initiatives and CROP agencies grounded on a clear division of labour based on respective comparative advantages.
- The UNCT should engage with CROP in developing a strategic approach for how UN and CROP agencies can be complementary and mutually supportive of each other. UNCT should explore with CROP avenues through which the UNPS could be used more effectively to enable practical joint programmatic engagements with CROP agencies at the country level.
- UNCT should also explore opportunities for building up the capacity of PIFS as the secretariat of CROP. There is also potential for further cooperation with the Pacific Community for capacity building on monitoring and data collection for the SDGs. Support could be provided to the Regional Data Hub in the collection of information relevant to the UNPS.
- The role and mandate of the Fiji RCO in leading synergies with intergovernmental regional and subregional organizations should be further clarified and solidified.

***Recommendation 3: Strengthen Partnerships with Civil Society, Private Sector and Development Partners***

- For the upcoming cooperation framework, the UNCT should strengthen engagement with civil society and social partners at both regional and country levels. The UN should adopt a more systematic and strategic approach for this engagement. It should be done through a strategic and well-thought-out approach shared across the UNCT. The following are some more specific recommendations identified in this evaluation.

<sup>70</sup> A mapping exercise of regional initiatives was reported to have been initiated by the Fiji RCO.

- The UNCT should engage CSOs across all outcome areas and through all stages of programme preparation and execution. For example, potential cooperation with the Pacific Islands Association of NGOs (PIANGO) could be explored. Furthermore, the UNCT should explore options and avenues for greater engagement of CSOs in programme implementation, especially service delivery. The UNCT should also identify ways to engage CSOs more effectively in the monitoring and reporting of UNPS results. The practice of virtual consultations with CSOs should be maintained and further institutionalized.
  - The inter-agency coordination infrastructure should be further opened for involvement by civil society and social partners. While the UNCT has encouraged JSCs to include the representatives of civil societies, evaluation participants stressed the importance of further opening up of country-level JSCs to civil society and social partners. Another suggested measure is the engagement of civil society and social partners with outcome groups in a formalized and well-structured fashion, along the lines of the OG2 (augmented format).
  - CSOs engaged in this evaluation demanded greater support from the UN system for their capacities. A dedicated UN programme to improve the capacity of NGOs across PICTs to participate in development cooperation was identified as a priority by civil society and social partners. The UN can also do more to create greater space for the involvement of CSOs in the region's development processes.
- UNCT should engage more closely with the private sector at the regional and country level, both in terms of tapping private sector financial resources and also helping companies become socially more responsible. As in the case of civil society and social partners, this engagement should be grounded in a strategic and systemic approach shared by all agencies. The RCOs could explore options for cooperation with the Pacific Islands Private Sector Organization (PIPSO) and Pacific Islands Trade Unions (PICTU).
  - The UN should explore opportunities to play, alongside other regional cooperation bodies, a far more significant role in facilitating donor coordination in the Pacific. At the regional level, the UNCT should strengthen the joint mechanisms it uses for coordination and information-sharing with development partners. At the country level, the UN can play a more active role in supporting the coordination capabilities of the respective governments. The RCOs, JPOs/CPOs and CCS should provide greater and better coordinated (with the agencies) support to Pacific governments for improving their capabilities to coordinate development assistance more effectively. The country-level donor coordination virtual meetings organized in Cook Islands, Niue and Tokelau serve as a good example – they should be further institutionalized and expanded in the region.

### **Conclusion 3**

***Does UNPS internal coordination reduce transaction costs and create efficiencies for UNCT members implementing the UNPS?***

The UNPS joint structures have increasingly become instruments for coordination and support at the country level. They are valued by both the UN agencies and national counterparts. However, the JPOs/CPOs have not been fully established in every country and their network has not yet matured into the envisaged fully-fledged “one stop shops” facilitating the interactions between national institutions and the UN system. The role of JPOs/CPOs needs to be strengthened. There is also a need to strengthen interconnections between country-based structures and RCOs and regional inter-agency institutions. While some degree of planning is conducted jointly by the agencies, most implementation of the UN programme is done individually on the basis of their agency country programmes (or sometimes even regional programmes). Cooperation and coordination among agencies have been more focused on information sharing and less targeted at the establishment of collaborative arrangements based on complementarities. Agencies have to be more open to engagement in joint activities and delivery under the coordination of the RCs. While they have mobilized substantial external financing to support the implementation of the UNPS, a functioning Common Budgetary Framework is lacking. Going forward, the UNCT needs continue to work towards the establishment of a fully-fledged UNPSF.

## **Recommendation**

### ***Recommendation 4: Strengthen the Governance and Accountability of Country-Level Joint Structures***

- At a high level, this evaluation recommends an expanded assessment/review of the “country presence” structures and needs. The “country presence” concept should be grounded in a well-thought-out and well-established model that reflects the views of both agencies and national governments and that also accommodates country specificities. The review should be conducted in a coordinated fashion by all three RCOs, closely involving the respective UNCTs and national partners. Such an expanded exercise will be a good opportunity to review the mandate and operations modality of the JPOs/CPOs and come up with a model that reflects current realities and needs of the UN agencies and national governments. It should incorporate the ongoing stock-taking exercise on UN premises being undertaken by the Fiji RCO in the five countries under its purview. Based on the above-mentioned review, the RCOs should agree to a harmonized approach for the JPOs/CPOs.

#### JPOs/CPOs

- As a first step, the RCOs should complete the establishment of JPOs/CPOs and recruitment of CCS in all relevant countries/territories. This process should be based on a clear plan agreed with the UNCT and complete with milestones and timelines.
- With the endorsement of UNCT, the RCOs should review the role of national coordinators with a view to whether that role could be strengthened to include functions such as country and sectoral analyses, support for programme development, monitoring of activities, etc. As an example, the role of the coordinator could be conceived as a seconded RCO position in the foreign affairs/finance/planning agency of the respective host government, helping with substantive processes such as planning, programme development, general donor coordination, etc. Any enhancements in the role of country coordinators should be done in the context of the review of the mandate and operations modality of the JPOs/CPOs noted above.
- UN agencies - especially the larger ones - should embrace the role of the JPOs/CPOs and be willing to rely of them for certain tasks which need to be agreed beforehand at the level of the UNCT.
- The RCOs should step up their efforts in improving the visibility of the JPOs/CPOs in the eyes of national partners. National stakeholders should be provided with clear messages about the mandate and role of the JPO/CPO network. These messages will need to be consistent, whether they are coming from the RCOs or the agencies.

#### JCAPs

- The RCOs should ensure that country-level planning becomes a meaningful process that brings together UN agencies and national counterparts. The JCAPs should become more substantive documents with improved quality and increased relevance and greater consistency across the three RCOs. The formulation of JCAPs requires the meaningful involvement of all relevant stakeholders.
- UNCTs and RCOs should seek to the extent possible to link the formulation of JCAPs to national budget review and planning processes, so as to ensure the integration of country-level UN activities into the sectoral and national plans, which will eventually enhance ownership and reduce transaction costs.
- At the country level, the UN should build a robust process for sustained engagement of national stakeholders through JCAPs. This process should result in a stronger sense of ownership among national counterparts.
- RCOs and JPOs/CPOs should organize more effective communications and awareness-raising activities aimed at improving national partners’ understanding of the cooperation framework, role of UN system and JCAPs.

***Recommendation 5: Further Promote Joint Activities and Programming Among UN Agencies***

- UNCT and the RCOs should make greater efforts in identifying incentives that could improve the attractiveness of joint programming for the agencies. This process should take into account and respect the agencies' respective mandates and rules and procedures.
- In those cases when the development of joint programmes is coordinated by the RCOs, the latter need to provide the agencies with greater clarity and consistency for criteria and processes they use in incentivizing joint activities (such as submissions for joint programmes).
- The UN agencies, from their side, need to display greater willingness and effort in forging joint programmes among themselves. This will require a great degree of will in working together, recognizing each other's comparative advantages and strengths.
- UNCT and OGs, under the coordination of RCOs, could identify signature services and flagship products that could be feasibly conducted jointly. This could include areas such as policy advisory services, research, training including results-based management, monitoring, and evaluation, strategies for capacity building, knowledge management strategy and South-South Cooperation.
- UNCT, under the coordination of the RCOs, should continue to work towards the establishment of a fully-fledged UNPSF. RCOs should intensify efforts to attract additional donors to the UNPSF. Convincing donors to channel their resources through the fund will require a lot of advocacy and negotiations, and more importantly demonstrating the value of the pooled fund idea. The RCOs will need to harmonize their positions and approaches on this front, which might require the development of a common strategic approach shared not only among the RCOs, but also endorsed by the entire UNCT.

**Conclusion 4**

***To what extent are the UNPS objectives aligned and been consistent with the needs, priorities, and policies of the PICT governments (including alignment to national development goals and targets, national plans, strategies and frameworks).***

***How dynamic and responsive has the UNPS been to emerging and unforeseen needs, especially those of the most vulnerable, disadvantaged and marginalized groups?***

The UNPS has been aligned with the needs of the region, focusing on key regional priorities, and the Pacific's 2030 Agenda. As a broad and comprehensive framework, the UNPS has provided the agencies with the space to channel their diverse contributions while staying within the confines of the joint strategy. However, it would have been more relevant if it had been better targeted at the country level and if it had been based on baselines and targets for each country. Also, the relevance of UNPS interventions under the UNPS would have benefitted from greater national ownership

UN agencies have responded rapidly to the changing context of the COVID-19 pandemic in 2020/2021 without necessarily breaking the boundaries of the framework. UNPS activities, processes and systems have been flexible and adaptive – both in the more immediate health and humanitarian dimensions and more broadly the socio-economic response. The JIMT and PHT mechanisms were good examples of how the Pacific UNCT ensured leaving no one behind and addressing the needs of marginalized groups. Overall, the pandemic accelerated the emergence of a UNCT better equipped to deal with complex and escalating challenges.

**Recommendation**

***Recommendation 6: Improve the Process for the Design of New Cooperation Framework***

**Regional Level**

### **Recommendation**

- The process for designing the upcoming cooperation framework should be inclusive and conducted through a continuous bottom-up process. The three RCOs should design a suite of tools and a series of engagements to bring together all stakeholders at regional and country-level. The design of the upcoming cooperation framework will benefit from more effective consultations with civil society and social partners groups and the private sector.
- Given the impact of the pandemic, the new cooperation framework needs to be remolded to adequately respond to the new development landscape in the region. The new framework needs to promote methods and approaches capable to sustain an effective response to rapidly changing conditions. Further, recognizing the Pacific region’s vulnerability to the devastating impacts of natural disasters and climate change, it is essential that the COVID-19 response and recovery strives to “*build back better*” and promotes sustainable approaches to economic development and natural resource management.
- UNCT should conduct a comprehensive analysis of the impact of the work of the UN during the COVID-19 crisis with a view to understanding the impact of that work and using it as the basis for the development of the new programme which, going forward, should inevitably encompass activities focused on the COVID-19 recovery. The whole COVID-19 response should be seamlessly integrated into the broader cooperation framework.

#### Country Level

- In the upcoming framework, special emphasis should be placed on developing tailored country-specific support based on a solid assessment of the country-level situation and priorities placed in the broader regional context. The assessment should also include a realistic estimation of the countries’ needs which should be used to plan UN’s technical support.

### **Conclusion 5**

***To what extent has the UNPS contributed effectively to provide greater clarity and transparency of results achieved and resources used?***

The UNPS results framework has not been very useful as a monitoring tool. The UNPS outcomes are set at the regional level, lacking country specificity. For the upcoming cooperation framework, it will be crucial to establish a process for the development of a strong results framework with clearly defined indicators, baselines, targets, etc. UNCT’s focus should be on identifying more meaningful and well-defined indicators more directly connected to the work of the UN system, as well as ensuring that these indicators have the greatest likelihood of being tracked/measured over time. Also, care should be taken to develop a results framework that is underpinned by a stronger logic of disaggregation – not only by gender, but also by other relevant demographics. There is also a need to have a well-structured M&E infrastructure, with clear links from the agency level to the UNCT and from country-specific to regional results. The Pacific UNCT needs to strengthen its data infrastructure, including the coordination and data aggregation mechanisms across, operability of the UN Info system.

#### ***Recommendation 7: Strengthen the Results-Based Management of the Cooperation Framework***

- UNCT should strengthen its overall M&E infrastructure. Given the enormity of challenges in this area and the need for much stronger coordination, the whole enterprise of improving the M&E system in the Pacific region will benefit for a systematic review of the challenges and options undertaken jointly by the three RCOs with the blessing of the UNCT. This exercise could comprise an assessment of all key components of the M&E infrastructure, including coordination, data aggregation mechanisms, UN Info system, use of indicators, baselines, targets, etc.



- The RCOs should harmonize the approaches used to monitor and report UNPS results across the 14 countries. The RCOs should accelerate the operationalization of the UN Info system to facilitate the harmonization process. Joint UNPS reporting should be made consistent over countries and time. There is also a need for better disaggregation of indicators the UNCT uses (e.g. on the basis of gender, disability, age and other groups that may experience social exclusion). The evaluative work undertaken by the agencies should be utilized by the UNCT more effectively and strategically at the country and regional level under the coordination of the RCOs.
- The UNCT and RCOs should identify ways to reduce the complexity and length of UN planning documents, which make them inaccessible to government and civil society and social partners. They should also seek to lower the transactions costs for the governments and address the fatigue resulting from the heavy reporting requirements by UN agencies, donors, and other partners.
- UNCT and the RCOs should establish an efficient and easy to use system for the collection and aggregation of financial information at the level of UNPS.
- UNCT should work more closely with and support the regional structures for the establishment of an effective system for monitoring SDGs at the regional and national level. The UN could play a greater role in support of the region's data collection and analysis capabilities. It is well-positioned to further support PICTs' efforts to improve regional and national data systems. This could include both technical support for national statistical departments and also support for the coordination of data collection and reporting approaches in the region. UN support for the development to statistical capabilities in the region could be expanded to include not only national statistical agencies, but also other key agencies which have a role in the generation of data. The collection and monitoring of SDG indicators for the Pacific region currently undertaken by the Pacific Data Hub could be adapted not only to the country level (feeding into the national VNRs), but also to tracking the UNPS's results framework at the regional level.

## **Conclusion 6**

***What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?***

The UN has had made a range of contributions under the UNPS. It has promoted resilient and sustainable development in the Pacific by scaling up transformational adaptation initiatives, integrated with strong community engagement, for water and food security. Women and girls as well as other disadvantaged and marginalized groups have benefited from Human Rights-based approaches and focused interventions implemented under the UNPS. The UNCT has assisted PICs to develop policies; strengthen informal businesses; create job opportunities; develop social protection systems; advance the Decent Work Agenda; improve the delivery of technical and vocational education, and ecotourism; develop farm-to-table business models; and improve access to finance for low income and vulnerable people. The UN system has contributed towards reducing child, neonatal, and early infant deaths as well as high levels of stunting in children; improving quality of education and teaching, and access to safe drinking water and sanitation in rural, peri-urban and remote areas. Also, the work in support of the promotion and achievement of human rights has been significant and multifaceted across the region. Other important contributions have been the provision of integrated policy advice in key areas such as social protection, SDG financing, etc., through an increased number of UN joint programmes and improved analytical support and advocacy for SIDS through the newly developed Multidimensional Vulnerability Index for SIDS. Another remarkable achievement has been the improved resource mobilization results. In this sense, several of the recommendations of the MCO Review have been achieved.

With regards key evaluation question “*What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population? The most significant evaluation*” finding has been that while the UN system supporting programs are robust and making

significant individual and joint contributions, there is a need for a cross-cutting programs focus on HR, Gender-based approaches, and for the targeting of UNPS programs during design stage. The stakeholders interviewed overwhelmingly shared a consensus on these two points. The findings speak to a central point of UNPS relevance with regards to the formulation and design of need based and targeted UNPS program. The central evaluation finding has been that there is a need to design in as a cross-cutting principle as well as a focus and activities that support LNOB, gender, and HRBA. For instance, to include in the design stage, LNOB gender and HRBA as a cross cutting program principle, and activities that build UN system's and partners capacity for gender mainstreaming and human rights-based approaches. For elaboration, see sections above on relevance (responsiveness to PICTs needs and regional priorities and on effectiveness (see the section on UNPS contributions and the 6 outcome areas/findings).

***Recommendation 8: Strengthen HRBA, gender and LNOB in the design of the next Cooperation Framework (as a cross cutting principle) and develop concrete capacity building activities that support these issues as a normalized program approach.***

### **Conclusion 7**

***What mechanisms, if any, has the UNPS planned for - and UNCT established - to ensure socio-political, institutional, financial and environmental sustainability?***

UNPS activities have been characterized by several features that have promoted the sustainability of achievements – development of policy and legal frameworks, inclusive processes, etc. Resource mobilization has been successful and provides sound foundations for further programming in the region. However, certain aspects of sustainability require greater attention, such as the need for stronger national ownership of joint structures at the country level, the development of exit strategies or use of existing national mechanisms instead of creating parallel structures and the need for knowledge sharing and institutional memory. Another key sustainability issue that requires greater attention is the strengthening of joint resource mobilization efforts.

***Recommendation 9: Enhance the Sustainability of the New Cooperation Framework***

- For the upcoming cooperation framework, the UNCT should develop a solid Resource Mobilization Strategy. Country-level resource mobilization strategies could be developed as subsets of the regional strategy.
- RCOs should deploy their increased capacities more effectively in the resource mobilization front. UNCT RM efforts should be coordinated across RCOs and countries. In particular, the RCOs should strengthen their role in coordinating resource mobilization among agencies, ensuring that there are no overlaps in agency approaches to donors.
- UNCT should strengthen cooperation with Pacific regional structures to ensure more coordinated access to regionally available resources.
- The resource mobilization strategy should identify concrete actions for channeling the resources and contributions of the private sector more effectively towards the countries development objectives.

# ANNEXES

## ANNEX I: EVALUATION PURPOSE AND METHODOLOGY

This chapter provides an overview of this evaluation’s objective, scope, methodology, data collection and analysis process carried out for the preparation of this report. In addition, the major limitations found during the process of this evaluation are outlined.

### 1.1 Evaluation’s Objectives and Scope

The purpose of this evaluation, as stipulated in the evaluation’s ToR, is to promote greater accountability, learning and operational improvement. The evaluation provides information about what works, what doesn’t and produces an independent assessment of the achievements, the challenges and the lessons learned of the implementation of the programme. The evaluation strengthens programming and results, especially by informing the planning and decision-making for the next Cooperation Framework (CF) programme cycle.<sup>71</sup> The UNCT, host governments and other CF stakeholders can learn from the process of documenting good practices and lessons learned, which can then be shared with DCO and used for the benefit of other countries.

The specific objectives of the evaluation, as per the ToR, were:

- To assess the contribution of the UNPS to Pacific sub-region development results through evidence-based judgements using evaluative approaches
- To identify the factors that have affected the UNPS’s contribution, investigating why the performance is as it is and explaining the enabling factors and bottlenecks.
- To provide actionable recommendations for improving the UNPS's contribution, especially for incorporation into the new CF programming cycle. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.

The UNPS evaluation covered the activities, achievements and results of all the UN for the period 2018-2021 in all 14 PICTs. Its scope was global, in the sense that covered all strategic areas and activities carried out by resident and non-resident UN agencies under the UNPS. It included all project and non-project activities and the results and contributions that they have led to. In the context of development effectiveness, the evaluation examined development outcomes, policy and strategy coherence, inter-agency and donor co-ordination, development effectiveness and organizational efficiency. The evaluation also assessed how the UN has coordinated itself, including with regard to joint funding and resource mobilization, e.g., through joint programmes and joint initiatives. In addition, the UNPS evaluation addressed how the intervention sought to mainstream the five programming principles: Human Rights & Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development.

The evaluation was carried out jointly with the UNCT in the Pacific. The overall approach was participatory and oriented towards learning on how to jointly enhance development results at the national level. Evidence and findings were based on the views of all key stakeholders, including civil society organizations, youth (and where relevant private sector representatives), persons with disabilities and other vulnerable groups.

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<sup>71</sup> The timeframe of the UN Pacific roadmap towards a new UNSDCF requires the evidence from this evaluation to inform the Strategic Prioritization process starting in October 2021.

Where feasible, information on vulnerable groups was provided through the focus group discussions or review of the available documents. The evaluation was forward looking and therefore has taken into consideration what is important for the future, including what relates to the 2030 Agenda. The main users of the evaluation are governments, UNCT, development partners, private sector and civil society participating in UN programmes.

## 1.2 Evaluation's Methodology

The UNPS evaluation was based on United Nations Evaluation Group (UNEG) norms and standards. It followed the Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework from September 2021. The evaluation applied the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria<sup>72</sup> and definitions and followed norms and standards established by the United Nations Evaluation Group on integrating human rights and gender equality. The final report is compliant with the United Nations Evaluation Group (UNEG) quality checklist of evaluation reports and acknowledges how inclusive stakeholder participation was ensured during the evaluation process and any challenges to obtaining the gender equality information or to addressing these issues appropriately. This evaluation took place in the footsteps of a 2019 comprehensive MCO review that resulted in a range of recommendations aimed at improving the level of coordination and programme support provided by the UN development system in MCO settings.

The methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. All data collection was conducted online and was done in accordance with COVID-19 guidelines.

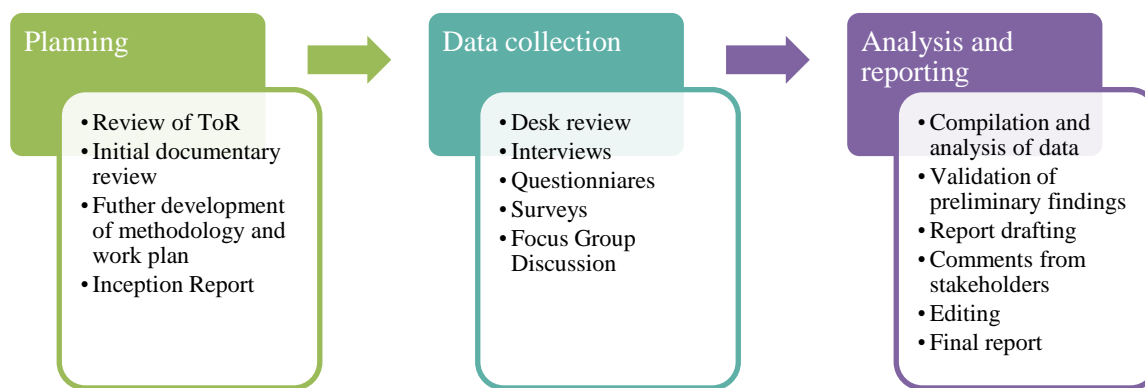
The evaluation was conducted by a team of three evaluation consultants, with the direct support of the M&E officer of UNICEF in Fiji and three RCOs involved. Evaluation activities were organized according to the following stages: i) planning; ii) data collection; and, iii) data analysis and reporting. The figure below

**Figure 5: Evaluation Stages**

shows the three stages and the main activities under each of them.

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<sup>72</sup> Criteria for evaluating development assistance: coherence, relevance, effectiveness, efficiency, sustainability and impact of development efforts.



### Evaluation Planning

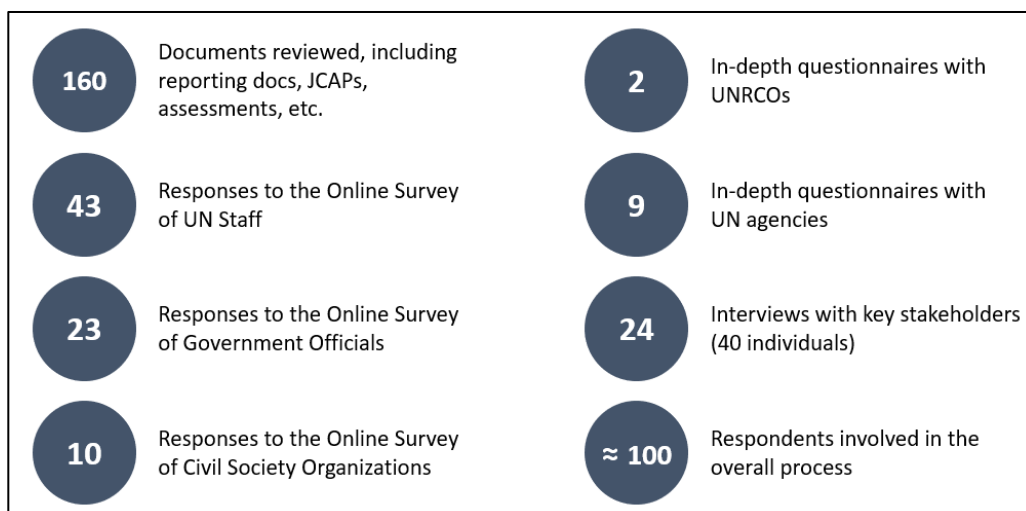
The planning and preparation phases included the development of the ToR by the UN and the design of the evaluation framework. For the purpose of the evaluation, a variety of stakeholders were considered during the inception phase, such as the RCOs, resident and non-resident UN agencies, government counterparts and beneficiaries, CSOs and other development partners. The evaluators, in consultation with the Evaluation Steering Committee, including the three RCOs, refined the evaluation questions and produced the evaluation matrix, identified key informant interviewees, stakeholders, NGOs, and CSOs for focus group meetings, discussions and interviews. The evaluators further developed for their own use interview guides for interviews with stakeholders.

### Data Collection

The evaluation combined quantitative and qualitative research methods based on data collected and analyzed from different sources. The evaluation sought to collect, use and report disaggregated data wherever possible. The aspects of human rights and gender equality were assessed and taken into consideration throughout all the evaluation process. In addition, where possible, special attention was given to the inclusion of women, youth, persons with disabilities and other marginalized groups, to mitigate potential barriers and sources of exclusion, such as unequal power relations.

It should be noted here that a field mission – which under normal circumstances is essential for this type of assessment – was not conducted due to the Covid-19 pandemic which has led to travel restrictions and the closing down of a number of countries. In this situation, care was taken to mitigate the impact of the restrictions by strengthening the data collection process through the use of remote communications methods (i.e. Zoom, MS Teams, etc.).

A wide range of stakeholders and data sources were involved in the evaluation, as shown in the figure below. About 100 individuals from the UN agencies, national counterparts and development partners participated in the evaluation.



The following are the *data collection activities* undertaken for this evaluation.

### 1) *Documentary Review*

Documentary evidence was collected from various sources and included the following (a list of key documents used for this evaluation is provided in Annex IV):

- Background documents on the regional and national context, including regional and national strategies and policies prepared by the governments and documents prepared by international partners during the period under review;
- UNCT documents and agencies' programme and project documents, including preparatory phase documents, annual reports, etc.;
- Reviews of the agencies' programmes; and
- Independent research reports and academic publications on various subjects.

The evaluation process capitalized on other evaluations and reviews that have taken place earlier or at the same time, including the 2019 MCO Review, Voluntary National Reviews and agency annual reviews, agency progress reports and programme evaluations. The following method was used for the integration of agency programme evaluations into the UNPS evaluation:

- Analysis of evaluation documents and synthesis of high-level findings into the UNPS evaluation document.
- Review of documentary evidence.

### 2) *Primary Data Collection*

In addition to the secondary data collected through documentary review, the evaluators sought perceptions, opinions and recommendations from key stakeholders and beneficiaries in order to further assess: relevance, appropriateness and effectiveness of UN support; coherence of UN support and effectiveness of cooperation framework; supporting transformational changes; and conformity of cross-cutting principles. Extra efforts made during the consultations to maximize/optimize geographical coverage of PICTs under each of the three MCOs and also the small island states sub group. Except for Niue, the consultations also

ensured a minimum of at least a formal survey response or interview with each of the Governments of the 14 PICTs. A variety of evaluation instruments were used in this regard, presented below:

***a) Questionnaire with RCOs***

An initial questionnaire targeted the three RCOs to collect preliminary information to set the stage for the review. The newly established RCO for the North Pacific did not fill out the questionnaire due to its lack of knowledge of these issue – as this office has just been established. The questionnaire with the other two RCOs helped the evaluators lay the groundwork for the evaluation process by developing a deeper understanding of the situation based on the perspectives of the RCOs and identified a number of parameters that were necessary for the subsequent data collection and analysis work. This questionnaire is included in Annex VI of this report.

***b) On-line Survey with UN Agency Staff***

An online survey was conducted with key staff members of UN agencies (the precise number and nature of staff members invited to respond to the survey was decided in consultation with the SC, with the idea to involve key staff who are in management positions – i.e., head and deputy head of agency, head of programme, head of operations, etc.). The survey assessed the perceptions of individual UN agency staff and presented a broad picture of what agency staff think about key UNPS matters. This survey is presented in Annex VII. The number of UN agency staff who completed the online survey was 43. Annex VII shows the breakdown of UN staff that completed the survey by type and agency.

***c) On-line Survey with Government Officials and CSO Representatives***

Similarly to the survey described above, a short survey was conducted with key government officials and representatives of CSOs who are familiar with and have been involved in the UNPS (the precise number and nature of the officials invited to respond to the survey was decided in consultation with the SC and agencies). The survey assessed the perceptions of these key partners on key UNPS matters. These two surveys are presented in Annex IX and Annex X, respectively. A total of 23 government officials and 10 CSO representatives responded to the survey. Annex IX and Annex X show the breakdown of the respondents to the respective surveys by entity.

***d) Questionnaire with UN agencies***

In addition to the above-mentioned survey with key UN staff members, a questionnaire was used to collect additional key information about the operations of UN agencies active in the region. The questionnaire solicited the collective response of the agencies – one per agency. In contrast to the survey with UN staff described above, the questionnaire was more substantive in nature and explored more in-depth positioning and other strategic aspects of UN agency programmes in the Pacific region. The questionnaire was focused on a more detailed description of agency programmes, such as results, achievements, challenges, opportunities, etc. This questionnaire is presented in Annex VIII. Nine responses were received by the UN agencies for this questionnaire.

***e) Focus Group Discussion***



A Focus Group Discussion (FGD) was conducted with civil society representatives from the 14 PICT countries. The guide for this FGD is presented in Annex XI of this document.

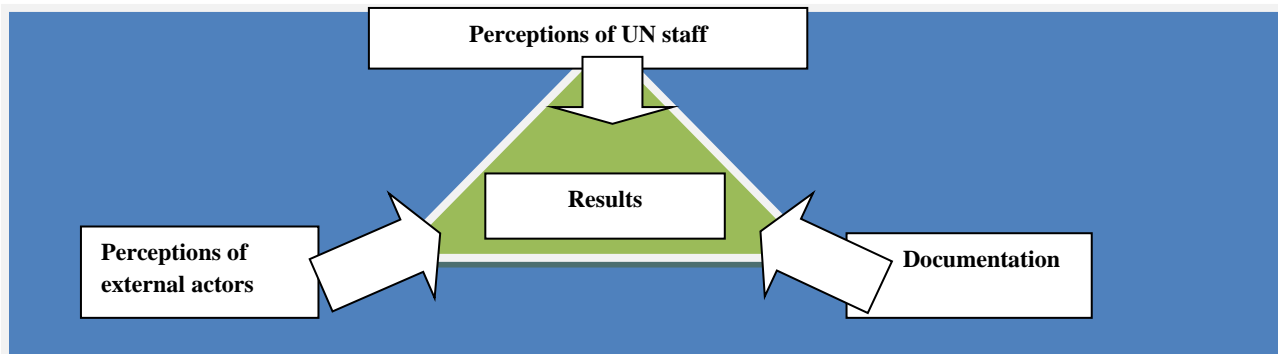
*f) Interviews/Focus Groups with External Stakeholders*

The evaluators conducted 24 semi-structured interviews with selected key stakeholders, including key government counterparts, donor community members and UNCT members. These interviews engaged about 40 individuals. Given the regional focus of the UNPS, a particular focus was given to engaging in the data collection process the Pacific’s regional structures.<sup>73</sup>

Overall, a participatory approach to involve key stakeholders and boost ownership of the evaluation was applied, ensuring the involvement of agencies, governments, civil society organizations, women, and youth and private sector representatives (where relevant). For programme areas where documentary information is limited, a mitigating measure was more in-depth interviews. The list of partners that were interviewed was developed in cooperation with the evaluation SC and the three RCOs. Given the extensive nature of this exercise, the number of stakeholders was kept to a manageable level. Insights from the survey with UN agency staff and from the questionnaire with agencies were used to determine the final list of stakeholders to engage in the evaluation process.

Data Analysis

All findings were supported with evidence. Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in the figure below. The analysis phase involved a number of complementary components. First, the evaluation reviewed the quality of the UNPS results framework and where possible progress towards the relevant outcomes based on indicators included in the UNPS document. Second, the method of triangulation was used to verify the information gathered from the documentary review and interviews, checking the reliability of findings through multiple data sources, bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions. In the assessment of the outcomes, an attempt was made to attribute the results to the programme when feasible; when not feasible, contribution analysis was used.



<sup>73</sup> Key regional bodies include the Council of Regional Organisations of the Pacific (CROP) agencies - the Pacific Islands Forum Secretariat (PIFS); the Pacific Community (SPC); the Secretariat of the Pacific Regional Environment Programme (SPREP); the Pacific Islands Forum Fisheries Agency (FFA); and the University of the South Pacific (USP), amongst others.

The evaluation analysis was conducted on the basis of the criteria of coherence, relevance, effectiveness, efficiency, and sustainability outlined in the ToR and reproduced in the box below.<sup>74</sup> A particularity of this evaluation is the fact that it was based on a set of questions identified by the Pacific UN Country Team at the planning stage of the evaluation. The evaluation team did not deviate from this list of questions, which

#### Box 6: Evaluation Criteria

are presented in the box below. Annex III shows the evaluation matrix that will be used.

The evaluation's ToR have identified the following evaluation criteria and questions that should be assessed.

**Relevance: Is the UNPS doing the right things?**

- ✓ To what extent are the UNPS objectives aligned and been consistent with the needs, priorities, and policies of the PICT governments (including alignment to national development goals and targets, national plans, strategies and frameworks).
- ✓ How dynamic and responsive has the UNPS been to emerging and unforeseen needs, especially those of the most vulnerable, disadvantaged and marginalized groups?
- ✓ To what extent has the UNPS implementation taken on the findings and addressed recommendations of the 2019 Multi-Country Office Review?

**Effectiveness: Has the UNPS achieved its objectives? Is the UNPS doing it right?**

Cooperation Framework:

- ✓ To what extent has the UNPS contributed effectively to provide greater clarity and transparency of results achieved and resources used?

UN System Support:

- ✓ What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?

**Efficiency: How well have resources been used?**

- ✓ Does UNPS internal coordination reduce transaction costs and create efficiencies for UNCT members implementing the UNPS?

**Sustainability: Will the benefits last?**

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<sup>74</sup> In line with UNEDAP guidance and recognizing the limited time and resources available, UNCT decided to prioritize a set of questions from the list of 35 key questions in the UNEG guideline for UNSDCF evaluations. For this purpose, the UNCT conducted a survey with UN staff members, which enabled it to select 8 key questions listed in the ToR and box in this page.

- ✓ What mechanisms, if any, has the UNPS planned for - and UNCT established - to ensure socio-political, institutional, financial and environmental sustainability?

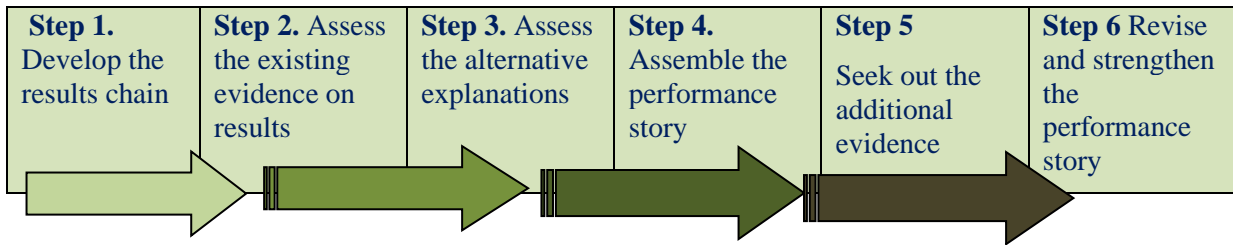
**Coherence: How well does the UNPS fit?**

- ✓ To what extent has the UNPS implementation fostered coherence, through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?

Figure 3 shows the steps that were taken for the analysis. The analysis covered aspects of UNPS formulation, including the extent of stakeholder participation during the formulation process; replication approach; design for sustainability; linkages between the programme components; adequacy of management arrangements, etc. The ToR where the scope and main steps of the evaluation process were

**Figure 6: Steps in Analysis Process**

laid out are attached in Annex II of this report.



**1.3 Evaluation Limitations**

All possible efforts were made to minimize potential limitations that were foreseen to emerge during the evaluation process. There were no significant limitations in access to data and information. The following limitations arose in the course of the evaluation work. For each limitation, a set of measures are identified to mitigate related risks/challenges.

- A major limitation identified during the first stages of this evaluation, was the inability of the evaluators to conduct a field mission in the countries and territories involved and have in-person interviews with key stakeholders due to the Covid-19 pandemic.
  - Mitigation measures: To mitigate this limitation, the evaluators focused on documentary evidence – especially project progress reports. Further, the evaluators made use of detailed questionnaires for key stakeholders and surveys and followed up with remote interviews. Extensive use was made of online tools such as Zoom and MS Teams which enabled effective and productive interviews to be carried out remotely particularly with PICTs representatives in different locations.
- The response rate to the online surveys developed for this evaluation were initially low.

- Mitigation measures: In this case, efforts were made to increase the response rate by sending reminders to targeted participants. Also, more focus was placed on interviews with the relevant stakeholders, especially national counterparts who did not have access to the survey. This required more time for the meetings.
- The UNPS 2018-2022 does not have a consolidated Theory of Change. This in itself limits the options for evaluation of change effected by the UNPS.
  - Mitigation measures: The causal links between the programme interventions and the changes observed, were assessed against as much evidence as possible. Where these linkages could not be made, they are clearly stated in the Final Report.
- The UNPS evaluation includes 14 countries, and the timeframe for the evaluations allowed 3 months from start to finish. Therefore, significant trade-offs needed to be made to the scope of the evaluation in order to maintain a level of quality of evidence resulting from it.
- The UNPS M&E group (DMEG) is weak and did not act as the main counterpart for this evaluation – which is typically the case in other locations.
  - Mitigation measures: In this case, the main focal point for the evaluation was the M&E Officer of one of the agencies, as well as the three RCOs. Close contacts were maintained between the evaluation team and these UN representatives.

Overall, where limitations and constraints were met in the course of the data collection and analysis work, they are properly documented and reported in the final report.

#### **1.4 Evaluation Governance, Quality Assurance and Ethics**

The evaluation team operated under the supervision of an **Evaluation Manager (EM)**; an M&E office of one of the agencies who oversaw the process from its preparation to the dissemination and use of the final report. The EM coordinated comments on, quality assured and approved the deliverables of the evaluators, aligned the assessment process with the UNEG norms and standards, code of conduct and ethical guidelines for evaluations as well as guidance on integrating human rights and gender equality in evidence generation. The EM monitored and reported any attempts to compromise the independence of the team of evaluators during the evaluation process.

The Evaluation Manager was supported by the **Steering Committee (SC)**, who facilitated stakeholder identification and consultations, access to national information and data sets. In collaboration with the EM, the SC organized the findings workshop following the data collection, and ensured the final report and its results were disseminated and shared with DCO and other key stakeholders, promoting the use of evidence and lessons.

The **UN Evaluation Development Group for Asia Pacific (UNEDAP)**, including **DCO Evaluation Adviser**, served as technical reference group for additional level of quality control of the evaluation products.

**Quality Assurance:** Technical evaluation capacities within the UN development system, such as the expertise of monitoring and evaluation specialists and the DCO Evaluation Advisor, were used as needed and to the extent possible to ensure the quality of the evaluation deliverables. The Evaluation Team was responsible for addressing all the recommendations for quality improvement of the deliverables received as part of the review process.

The quality of the evaluation was ensured through a rigorous and inclusive process and was assessed against the UNDAF quality criteria.<sup>75</sup> The steps that were undertaken to ensure the quality of evaluation include:

- The evaluation ToRs have been developed by the UN in a participatory fashion.
- The Inception Report was discussed and agreed with the SC.
- The Inception Report underwent quality assessment.
- UN agencies and results groups were key participants in the interviews conducted for the evaluation.
- Initial evaluation findings were presented to the UNCT and results groups at the end of the evaluation mission.
- Draft evaluation reports were reviewed by the SC, UNEDAP, UNCT.

**Ethics:** The evaluation was conducted in accordance with the United Nations Evaluation Group Norms and Standards for Evaluation and the United Nations Evaluation Group Ethical Guidelines. Specific commitments include:

**Independence and Impartiality.** The consultants remained independent from the UN at all times. Clear reasons for evaluative judgments, and the acceptance or rejection of comments on the evaluation report were given. The final report makes clear that it is the view of the consultants, and not necessarily that of UN which may articulate its voice through a Management Response. Any real or perceived Conflicts of Interest were assessed by UN and addressed appropriately and transparently.

**Credibility and Accountability.** The consultants aimed at using best review practices to the best of their abilities at all times and ensured that all deliverables were met in the timeframes specified, or that UN advised ahead of time so that mitigating action could be taken.

**Rights to self-determination, fair representation, protection and redress.** All data collection included a process of ensuring that all contributors and participants give genuinely free, prior and informed consent. Contributors were given opportunities to refuse, grant or withdraw their consent based upon clear understandings of the persons/institutions involved, the intention of the process, and possible risks or outcomes.

**Avoidance of Harm.** The consultants worked with UN staff to identify vulnerable groups prior to workshops, and to ensure that any participatory processes are responsive to their needs.

**Accuracy, completeness and reliability.** During the desk review and data collection and analysis phases, the consultants ensured that all evidence is tracked from its source to its use and interpretation.

## **1.5 Structure of the Report**

The report begins with an introductory section that provides a description of the UNPS and the Pacific region and operating context. The second chapter provides an overview of the evaluation objectives and methodology. The third chapter presents the main findings of the report and consists of two parts: the first part assesses key aspects of programme design and implementation in response to the region's development

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<sup>75</sup> [http://procurement-notices.undp.org/view\\_file.cfm?doc\\_id=120296](http://procurement-notices.undp.org/view_file.cfm?doc_id=120296)

challenges; and, the second part presents an assessment of UN's contributions with a focus on relevance, coherence, effectiveness, efficiency and sustainability. The fourth chapter summarizes the main conclusions and identifies key "lessons learned" drawn from the experience of the UNPS and the last (fifth) chapter provides a set of recommendations for the consideration of the UNCT and their partners. Additional information supporting the arguments made throughout the document is provided in annexes attached to the final report. Data collected through the evaluation and included in the final report is gender-disaggregated wherever possible. Data on the number of interviewed persons is also disaggregated.

## ANNEX II: EVALUATION’S TERMS OF REFERENCE

<b>Reference No.</b>	PN/FJI/59/21
<b>Location</b>	Home-based
<b>Application deadline</b>	30 July 2021 (NY Time)
<b>Type of Contract</b>	Individual Contractor
<b>Title of Consultancy</b>	Team Leader – Senior Evaluator
<b>Post Level</b>	International Consultant
<b>Languages required:</b>	English
<b>Duration of Initial Contract:</b>	3 months

The UN Pacific Strategy 2018-20221 directs the programmes and operations of 29 UN Agencies that form the UNCT, to support internationally agreed Priority Areas, including the Small Islands Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway, the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, in the Pacific region (2015 GA res. 69/318). The United Nations Pacific Strategy (UNPS) 2018-2022 outlines the collective response of the UN system to development priorities in 14 Pacific Island Countries and Territories (PICTs), namely Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu. The UNPS supports these 14 Governments and Peoples in the Pacific to advance a localized response to the global 2030 Agenda for Sustainable Development.

The 14 PICTs covered by the UNPS have a total population of 2.5 million people in an area that encompasses 15 per cent of the earth’s surface. There are key differences in geography, size, history, culture, economies, and political systems across the region. Fiji is the most populous country with approximately 900,000 residents and Tokelau is the smallest with approximately 1,000. Wide ranging economic, social, environmental, and political challenges present threats to the region’s development, including the achievement of the SDGs. Four countries in the Pacific are among the top 15 at highest risk of disaster, with Vanuatu and Tonga as the first and second at greatest risk among 181 countries ranked. Human Development ranges widely in the Pacific with Solomon Islands ranking 151st and Palau ranking 50th among 189 countries. Gross Domestic Product (GDP) in the Pacific is amongst the lowest in the world, ranging from US\$5,496 million in Fiji to US\$47 million in Tuvalu.

The UNPS Results Framework captures the strategic focus of the UNPS 2018-2022 with six outcomes that address priority issues and development challenges across the Pacific sub-region including special measures to address gender inequality, the empowerment of women, human rights, climate change, and the importance of building resilience and capacity for disaster risk management. These outcomes collectively contribute both to the achievement of results within national development frameworks and towards the SDGs.

The primary purpose of the UNPS evaluation is to **promote greater learning and operational improvement**. Overall, the evaluation has both learning and accountability purposes. The evaluation will provide important information for strengthening programming and results at the sub-regional level, specifically informing the planning and decision-making for the next Cooperation Framework (CF) programme cycle and for improving United Nations coordination at the sub-regional level. The UNCT, host

governments and other CF stakeholders can learn from the process of documenting good practices and lessons learned, which can then be shared with DCO and used for the benefit of other countries

**UNRCO is therefore seeking for a qualified Team Leader-Senior Evaluator, to lead a team of 2 other evaluation members/consultants. The team leader will be the primary focal point for delivery of key evaluation products and will be accountable for managing the work of the other two evaluators and deliver the milestone deliverables (inception report and draft/final report).**

The objectives of the evaluation are:

1. To assess the contribution of the UNPS to Pacific sub-region development results through evidence-based judgements using evaluative approaches
2. To identify the factors that have affected the UNPS’s contribution, investigating why the performance is as it is and explaining the enabling factors and bottlenecks.
3. To provide actionable recommendations for improving the UNPS's contribution, especially for incorporation into the new CF programming cycle. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.

Duties and responsibilities:

### Scope of Work

This evaluation will cover all programme based contributions of UNCT to the six UNPS outcomes. The UNPS evaluation covers all initiatives during the 2018 – 2022 cycle until the evaluation starts in 2021, and in all 14 PICTs of the UNPS. The timeframe of the UN Pacific roadmap towards a new UNSDCF requires the evidence from this evaluation to inform the Strategic Prioritization step starting in October 2021.

The primary users of the evaluation results will be the UNCT. Secondary users include host governments, donors, development partners, DCO, and UNCT of other countries and sub-regions.

### Criteria and Questions

The criteria against which the UNPS will be assessed are relevance, effectiveness, efficiency, sustainability, and coherence. The evaluation will answer the following questions to achieve its objectives and taking the respective criteria into account:

Criteria	Evaluation Questions
<p>Relevance</p> <p>Is the UNPS doing the right things?</p>	<p>To what extent are the UNPS objectives aligned and been consistent with the needs, priorities, and policies of the PICT governments (including alignment to national development goals and targets, national plans, strategies and frameworks).</p> <ul style="list-style-type: none"> <li>• How dynamic and responsive has the UNPS been to emerging and unforeseen needs, especially those of the most vulnerable, disadvantaged and marginalized groups?</li> <li>• To what extent has the UNPS implementation taken on the findings and addressed recommendations of the 2019 Multi-Country Office Review?</li> </ul>
<p>Effectiveness</p> <p>Has the UNPS achieved its objectives?</p> <p>Is the UNPS doing it right?</p>	<p><u>Cooperation Framework:</u></p> <ul style="list-style-type: none"> <li>• To what extent has the UNPS contributed effectively to provide greater clarity and</li> </ul>



	<p>transparency of results achieved and resources used?</p> <p><u>UN System Support:</u></p> <ul style="list-style-type: none"> <li>• What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?</li> </ul>
<p>Efficiency</p> <p>How well have resources been used?</p>	<p>Does UNPS internal coordination reduce transaction costs and create efficiencies for UNCT members implementing the UNPS?</p>
<p>Sustainability</p> <p>Will the benefits last?</p>	<p>What mechanisms, if any, has the UNPS planned for - and UNCT established - to ensure socio-political, institutional, financial and environmental sustainability?</p>
<p>Coherence</p> <p>How well does the UNPS fit?</p>	<p>To what extent has the UNPS implementation fostered coherence, through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?</p>

The evaluator may adapt the evaluation criteria and questions, upon agreement between the evaluation manager and the evaluator as reflected in the inception report.

**Approach and Methodology**

The UNPS evaluation is not expected to conduct a complete analysis of individual programmes, project or activities of UNCT members but rather build on each agency's programme and project reviews, assessments, and other evaluative evidence. Where a paucity of data necessitates a quick assessment of a contribution, this should be carried out using appropriate methodologies that identify contributions at the outcome level. A causal analysis between activities and outcomes is not in scope of this evaluation.

Data generated in this evaluation should be to the extent possible disaggregated by sex, age, and geographic region. Disaggregation by ethnicity, disability, migratory status and other contextually relevant markers of equity would be valuable.

The evaluation should use methodological triangulation that involves multiple data sources, methods, and quantitative and qualitative analytical approaches. The evaluation questions (outlined above) must be used to develop the approach and methodology, which will in turn determine the data collection strategies, instruments, sampling strategy, and the analysis plan. The UNPS 2018-2022 strategy and the PICTs' development plans will be the frameworks used to draw conclusions from findings of the evaluation.

Expected Outputs and Deliverables

ACTIVITIES	DELIVERABLES	TIME ESTIMATE (from start of contract)	PAYMENT SCHEDULE
<b>1. INCEPTION</b>			

a. Desk review of relevant program documents, reports, and secondary data; Stakeholder analysis;	Summary of desk review findings; List of sources;	Week 1-2	25% (1 <sup>st</sup> tranche)
b. Prepare inception report (incl. desk review, methodology, work-plan, data collection tools), in accordance with UNEG quality guidelines;	Draft inception report	Week 3	
c. Review and comments on draft inception report by EM, SC, and UNEDAP	Inception Report Comments Matrix	Week 4	
d. Finalize inception report;	Final inception report <sup>6</sup>	Week 5	
<b>2. DATA COLLECTION AND VALIDATION</b>			
a. Data collection, field work, analysis of data;		Week 6-7	25% (2 <sup>nd</sup> tranche)
b. Workshop to validate data collection results and preliminary findings;	PowerPoint presentation, meeting minutes	Week 8	
<b>3. REPORTING AND DISSEMINATION OF RESULTS</b>			
a. Processing and analysis of the collected data, and drafting of the interim report;	1 <sup>st</sup> draft report;	Week 9	25% (3 <sup>rd</sup> tranche)
b. Review and comments on draft report by EM, SC, and UNEDAP;	Evaluation Comments matrix	Week 10	
c. Prepare and submit second draft of evaluation report addressing issues in comments matrix;	2 <sup>nd</sup> draft report;	Weeks 11	
d. Review and comments by UNCT;	2 <sup>nd</sup> Evaluation Comments matrix	Week 12	
e. Submit and present final report;	Final report <sup>7</sup>	Week 13	

### **Institutional Arrangement**

- The evaluation team will operate under the supervision of an Evaluation Manager (EM), who will oversee the entire process of the evaluation, from its preparation to the dissemination and use of the final report. The EM coordinates comments on, quality assures and approves the deliverables of the evaluators, aligns the assessment process with the UNEG norms and standards, code of conduct and ethical guidelines for evaluations as well as guidance on integrating human rights and gender equality in evidence generation. The EM will monitor and report any attempts to compromise the independence of the team of evaluators during the evaluation process. The EM clears the payment to the evaluators once any outstanding issues have been addressed satisfactorily.

- The EM is supported by the Steering Committee (SC), who in close coordination with UNCT, is to approve the selection of the evaluators and all key deliverables. The SC facilitates stakeholder identification and consultations, access to national information and data sets. In collaboration with the EM, the SC organizes the findings workshop following the data collection, and ensures the final report and its results are disseminated and shared with DCO and other key stakeholders, promoting the use of evidence and lessons.
- The UN Evaluation Development Group for Asia Pacific (UNEDAP), including DCO Evaluation Adviser, will serve as technical reference group for additional level of quality control of the evaluation products.
- The evaluation will inform the planning and decision-making for the next CF programme cycle and for improving United Nations coordination at the sub-regional level. The evaluation report will be shared with UNCT, host governments and other CF stakeholders to learn from the good practices and lessons learned. The evaluation results will be disseminated to relevant stakeholders in line with the accountability purpose of the work. The report will also be shared with DCO and used for the benefit of other countries.

### **Risks and limitations**

There are several risks for the UNPS which are envisaged. Foremost is the evolving COVID-19 pandemic and response, and the restrictions that go along with it. With the current limitations in movement, travel, meetings, face-to-face interviews or site visits are not possible in many countries in the Pacific. The urgency and severity of the pandemic within this constrained context also means many of the stakeholders and potential users of the evaluation will have as their principle responsibility the response to the pandemic and its effects. This in turn means conducting primary data collection, even using remote methods, runs the risk of low response rates, if at all possible.

The UNPS 2018-2022 does not have a documented Theory of Change. This in itself limits the options for evaluation of change effected by the UNPS. The UNPS does have a Logical Framework, however, it is only “an outcome level document whereby results of outputs and activities attributable to individual agencies or joint work plans contribute to the attainment of the Outcomes”, and there are no results chain or consolidated logic model to show the link between causes and effects. Without theoretical counterfactuals, the questions that are reliably answerable, particularly in the domain of effectiveness and impact, are limited.

The UNPS Results Framework includes 40 indicators for monitoring its outcomes, including baselines and targets. In the 2018 UN Pacific Annual Report, most of the results against these indicators are missing. In the 2020 UN Pacific Annual Report, the results are not reported specifically against the target indicators, rather a case study approach is taken on the topic of the outcomes.

A typical UNDAF evaluation is estimated to require 9 to 10 months according to UNEG. The UNPS evaluation encompasses two sub-regions and 14 countries, and the timeframe for the evaluations allows 3 months from start to finish. Therefore, significant trade-offs need to be made to the scope of the evaluation in order to maintain a level of quality of evidence resulting from it. The inception report to be produced should outline these tradeoffs for the consideration of the UNCT.

### **Duration of the Work**

The work is expected for a duration of 3 months from 10th August -10th November 2021. The team leader will be expected to work for 50 days during this period.

### **Duty Station**

- The consultancy will be homebased assignment. No travel is foreseen due to Covid19 travel restrictions and challenges.

### **Competencies**

- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Proficiency in the use of office IT applications and internet in conducting research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills.
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **Required skills and experience**

#### **Educational Qualifications:**

- Minimum post graduate university degree in social science, economics or related field.

#### **Experience**

- A minimum of 15 years of professional experience, including in international development
- Extensive knowledge of and minimum of 10 years of experience in research and/or evaluation of complex programmes and themes
- Proven track record in writing reports
- Strong understanding and knowledge of development issues, particularly the SDGs, in the Pacific, and an in-depth understanding of at least one area of work of UNCT members; collectively, Evaluation Team members should broadly cover all areas of UNCT initiatives
- Facilitation skills is highly desirable with experience in leading multi-stakeholder discussions
- Shown ability to lead a team of evaluators
- Excellent oral and written communication skills in English
- Knowledge of the UN system and the SDG and their role in development cooperation in the context of the Pacific
- Understanding of the UN Reform and its implementation implication at the country level

#### **Others**

- An absence of conflicts of interest (never employed by UNCT members or implementing partners, nor expected to be employed in the near future, no personal relationships with any UNCT members).

#### **Language requirements**

- Fluency of English language is required;

### **Price Proposal and Schedule of Payments**

Consultant must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

- Deliverable 1 - Final inception report: 25% of total contract amount
- Deliverable 2 – Data Collection and Validation (PowerPoint presentation, meeting minutes) : 25% of total contract amount
- Deliverable 3 - Reporting and Dissemination of Results (First draft report): 25% of total contract amount
- Deliverable 4 – Reporting and Dissemination of Results (Submit and present final report); 25% of total contract amount

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

### **Evaluation Method and Criteria**

Individual consultants will be evaluated based on the following methodology:

#### **Cumulative analysis**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

#### **Technical Criteria for Evaluation (Maximum 70 points)**

- Relevance of Education – Minimum post graduate university degree in social science, economics or related field (10 points)
- A minimum of 15 years of professional experience, including in international development (10 points)
- Extensive knowledge of and minimum of 10 years of experience in research and/or evaluation of complex programmes and themes, including leading a team of evaluators (15 points)
- Strong understanding and knowledge of development issues, particularly the SDGs, in the Pacific, and an in-depth understanding of at least one area of work of UNCT members; collectively, Evaluation Team members should broadly cover all areas of UNCT initiatives (5 points)
- Facilitation skills is highly desirable with experience in leading multi-stakeholder discussions initiatives (5 points)
- Knowledge of the UN system and the SDG and their role in development cooperation in the context of the Pacific (5 points)
- Understanding of the UN Reform and its implementation implication at the country level (5 points)
- Proposed methodology and approach to the present evaluation of the UNPS, including methods to manage/mitigate any risks/constraints (15)

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates may be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

## **Annexes**

- Annex I - [Individual IC General Terms and Conditions](#)
- Annex II – [Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](#)

## ANNEX III: EVALUATION MATRIX

Evaluation Questions (EQ)		Indicators/Descriptors	Data Collection Methods	Sources of information
<b><i>RELEVANCE: alignment of UNPS interventions with the region's priorities and international commitments</i></b>				
EQ1	To what extent are the UNPS objectives aligned and been consistent with the needs, priorities, and policies of the PICT governments (including alignment to national development goals and targets, national plans, strategies and frameworks)?	<p>Evidence of consistency between the outcomes and specific interventions of UNPS and the regional/national priorities and targets identified in policy papers and strategies.</p> <p>Common understanding amongst stakeholders about the expected and actual links between UNPS results and selected national priorities</p> <p>Stakeholders can identify actual or potential areas of divergence between the national strategies and UNPS results and strategies</p>	<p>Mapping of situation and contextual analyses</p> <p>Documentary review focused on links between key national strategies and results matrix; minutes/reports of strategic planning consultation events</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
EQ2	How dynamic and responsive has the UNPS been to emerging and unforeseen needs, especially those of the most vulnerable, disadvantaged and marginalized groups?	<p>Evidence that UNCT could adapt results and strategies to new situation (especially, the COVID-19 crisis) and had flexibility to reallocate resources as required to achieve the desired outcomes.</p> <p>Evidence that the UNCT was open and responsive to the need/requests to adapt the UNPS design.</p>	<p>Documentary review focused on the annual reviews and progress reports</p> <p>Interviews with key informants</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p>
EQ3	To what extent has the UNPS implementation taken on the findings and addressed recommendations of the 2019 Multi-Country Office Review?	<p>Stakeholders confirm that UNPS implementation has taken into consideration the findings and recommendations of the MCO Review.</p> <p>Clear identification of specific issues and recommendations from the MCO review and</p>	<p>Documentary review and structured desk analysis focused on relevant treaty body reports, concluding observations and recommendations, SDG reports and other reports and</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p>

		concrete actions and plans to address them.	<p>linkages with UNPS results matrix</p> <p>One-pager</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p>	<p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
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***EFFECTIVENESS: contribution of UNCT to the achievement of the UNPS planned outcomes***

EQ4	<p>To what extent has the UNPS contributed effectively to provide greater clarity and transparency of results achieved and resources used?</p> <p>Detailing Questions:</p> <p>To what level has the UN system reached the purpose and the expected results as stated in the UNPS, including those on gender equality?</p>	<p>Objective comparison of actual outcomes achieved against the set targets (where possible)</p> <p>The actual outputs are likely to make a significant contribution towards the expected outcomes</p> <p>There are positive trends in the outcome indicators</p> <p>Plausible evidence that UN-supported results under the UNPS have made a contribution to transparency of results and resources used</p> <p>Stakeholders at both the strategic and programmatic levels offer examples of for how institutional and/or behavioural changes resulting from UNPS have influenced concrete changes in national development situation and indicators</p>	<p>Documentary review focused on annual reviews and progress reports; contribution of UNPS results and strategies to national development priorities and indicators</p> <p>One-pager</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
EQ5	<p>What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?</p> <p>Detailing Questions:</p>	<p>Stakeholders at both the strategic and programmatic levels are able to provide examples of how HRBA, was applied during the programming process.</p> <p>UNPS strategies, results and indicators address the standards of ratified human rights treaties</p>	<p>Documentary review focused on the overall UNPS design and target groups identified in UNPS, annual work plans, programme reviews and progress reports</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>CSO and private sector representatives</p>



	<p>How did the UN promote the realization of human rights and promotion of gender equality? Did the UNPS effectively use the principles of environmental sustainability to strengthen its contribution to national development results? To what extent did UNPS strengthen national capacities for data collection and analysis to ensure disaggregated data on the basis of sex, migration status, geographic location, and other grounds and did those people exposed to discrimination and disadvantage benefited from priority attention?</p> <p>Have UN-wide actions addressed inclusion and fulfilment of the rights of women, men and children with disabilities, their achievements and shortcomings?</p>	<p>by the region and major recommendations of treaty body reports</p> <p>UNPS strategies, results and indicators are informed by key human rights principles of non-discrimination and equality, participation and inclusion.</p> <p>Evidence that the UNPS was informed by an understanding of the linkages between environment and development, including screening for environmental issues and review of draft UNPS results</p> <p>Where relevant, UNPS indicators are disaggregated by gender, age, income levels and geographic location</p> <p>Stakeholder perceptions about the availability of disaggregated data from UNPS implementation and influence on national statistical systems</p> <p>Stakeholders at both strategic and programmatic levels are able to provide examples about how programme strategy and delivery was adapted to reach vulnerable groups</p>	<p>Questionnaire</p> <p>Interviews with key informants</p> <p>Focus groups</p>	<p>International development partners representatives</p>
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***EFFICIENCY: extent to which outcomes have been achieved at reasonably low cost and maintenance of minimum transaction costs***

EQ6	<p>Does UNPS internal coordination reduce transaction costs and create efficiencies for UNCT members implementing the UNPS?</p>	<p>Triangulation of perceptions about the benefits of the UNPS and a ‘one programme’ approach for greater coherence and collaboration by UN agencies and government partners</p> <p>Efficiency gains achieved through synergy (concerted</p>	<p>Document review and system analysis focused on the UNPS management, monitoring and quality assurance arrangements and responsibilities, TORs and actual performance for progress</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>CSO and private sector representatives</p>
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		<p>efforts to optimise results and avoid duplication)</p> <p>Examples of cross-practice collaboration and cross-agency harmonization and programme and policy coherence</p> <p>Evidence of efficient management and benefits of Deliver as One approach</p> <p>Perceptions about costs vs. benefits of UNPS results and the efficiency of implementation modalities used (avoiding waste and duplication) Programme management arrangements (outcome and results groups) produced:</p> <p>a. Efficient joint programming processes by UN agencies and implementing partners</p> <p>b. A regular, user-friendly stream of information and data about progress against the plan</p> <p>c. Actionable lessons and good practices for consideration by the UNCT and the governments</p>	<p>monitoring, learning and reporting</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p>	<p>International development partners representatives</p>
<p><b><i>SUSTAINABILITY: extent to which the obtained benefits (results) have continued, or are likely to continue, after the UNPS-related intervention has been completed</i></b></p>				
EQ7	<p>What mechanisms, if any, has the UNPS planned for - and UNCT established - to ensure socio-political, institutional, financial and environmental sustainability?</p>	<p>Triangulation of perceptions about the sustainability of UNPS results/benefits</p> <p>Evidence of exit strategies and measures undertaken by UNCT to ensure sustainability of results (legal/policy, financial and institutional)</p> <p>Examples of beneficiaries taking over the ownership of</p>	<p>Document review focused on institutional measures in place or expected that will help to sustain UNPS results/benefits</p> <p>Questionnaire</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>CSO and private sector representatives</p>

		<p>the actions and results of the project and maintain and further develop the results</p> <p>Stakeholders at both strategic and programmatic levels offer examples of ways national institutions are sustaining programmatic results</p>	<p>Interviews</p> <p>Focus groups</p>	<p>Donors/International development partners representatives</p>
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***COHERENCE: extent to which UNPS implementation fostered coherence***

EQ8	<p>To what extent has the UNPS implementation fostered coherence, through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?</p>	<p>Evidence of:</p> <p>a. Complementarities and collaboration fostered by the UNPS between UN agencies and their implementing partners</p> <p>b. Joint interventions and programmes</p> <p>c. Coordinated approaches in the work of UN agencies and national partners</p>	<p>Document review focused on institutional measures in place or expected that will help to sustain UNPS results/benefits</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
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## ANNEX IV: DOCUMENTS CONSULTED FOR THE EVALUATION

- Common Country Analysis - United Nations in the Pacific; December 2020
- Federated States of Micronesia - Strategic Development Plan 2004-2023
- Fiji 5 Year & 20 Year National Development Plan
- ILO Pacific, Annual Report 2019
- IOM - Joint UN Programme and Partnerships Summary 2019-2020
- Joint Country Action Plans Fiji, Marshall Islands, Samoa, Cook Islands, Niue, Tokelau, Kiribati, Nauru, Palau, Federated States of Micronesia, Tonga, Tuvalu, Vanuatu
- Joint Programme Document - RCO Samoa, Niue, Cook Islands, Tokelau
- Kiribati 20 Year Vision 2016-2036
- Micronesia VNR 2020
- National Social Protection Policy Samoa
- Nauru National Sustainable Development Strategy 2019-2030
- OCHA Office for the Pacific, Annual Report 2019
- Palau 2020 National Master Development Plan; Vision, Goals, Development Strategies and Program Outputs
- Palau VNR 2019
- Regional Joint Country Action Plans 2020
- Regional Joint Country Action Plans 2021
- Republic of the Marshall Islands National Strategic Plan 2020-2030
- Samoa Civil Society Capacity Assessment on Gender Equality & Violence against Women & Girls
- Samoa Knowledge Society Initiative
- Samoa Law and Justice Sector Plan
- Samoa National Policy on Family Safety: Elimination of Family Violence 2021-2031
- Samoa National Policy on Gender Equality and Rights of Women and Girls
- Samoa VNR 2020
- Solomon Islands National Development Strategy 2016-2035
- Solomon Islands VNR 2020
- Spotlight Initiative Annual Reports
- Stocktake and Review of Social Protection Systems in the Cook Islands
- Strengthening Resilience of Pacific Islands States through Universal Social Protection
- Sustainable Development Goals Country Profiles for Fiji, Micronesia, Kiribati, Palau, Marshall Islands, Solomon Islands, Tonga, Tuvalu, Vanuatu
- Tonga Strategic Development Framework 2015-2025
- ToRs on the Outcome Groups
- Tuvalu National Strategy for Sustainable Development 2021-2030
- UN Cooperation Summaries Fiji, Cook Islands, Marshall Islands, Kiribati, Nauru, Niue, Palau, Federated States of Micronesia, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu
- UN Country Team in the Pacific, UN Strategic Framework for the Pacific (UNSFP) 2018-2022 Common Country Analysis (CCA)

- UN in the Pacific, Data Monitoring and Evaluation Group, Monitoring Progress Towards the Sustainable Development Goals, Profiles of Pacific Island Countries and Territories - Demographic and SDG Indicators
- UNCT Fiji Covid-19 Multi-Sectoral Response Plan for Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu, August 2020
- UNCT-SWAP Scorecard
- UNICEF 2019 End of Year Results Summary Pacific Island Multi-Country Programme
- United Nations Pacific Strategy 2018-2022
- United Nations Pacific Strategy Annual One UN Country Monitoring Report 2018 (Samoa, Fiji, FSM, Cook Islands, Kiribati, Niue, Palau, RMI, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu)
- United Nations Pacific Strategy Annual One UN Regional Programme Outcomes Monitoring Report 2018
- Vanuatu 2030 The People's Plan

## ANNEX V: STAKEHOLDERS PARTICIPATING IN THE EVALUATION

### Interviewees

No.	Meeting	Names of Invitees
1	UNPS Evaluation - OG2 Co-chairs	Anne Rehagen Jennifer Butler Sandra Bernklau
2	UNPS Evaluation - CG Co-chairs & UNPS Evaluation - OG4 Co-chairs	Vathinee Jitjaturunt Saira Shameem
3	UNPS Evaluation - OG5 Co-chairs	Revai Mankanje Aalbaek Brigitte Sonnois
4	UNPS Evaluation - OG3 Co-chairs	Matin Karimli Iosefa Maiava
5	UNPS Evaluation - OG1 Co-chairs	Chander Badloe Levan Bouadze Kevin Petrini
6	Meeting on UN CROPS collaboration	Gulana Hyseynova
7	Head of Development at the New Zealand High Commission	Virginia Dawson
8	Ministry of Foreign Affairs and Trade NEW ZEALAND	Joanna Heslop
9	Chief Secretary and Secretary to Cabinet (CSSC), and Acting CEO, Lulutai Airlines Limited. Prime Minister's Office (PMO) TONGA	Edgar Cocker
10	CEO Ministry of Foreign Affairs&Trade Gov. of Samoa	Peseta Noumea Simi
12	Director General of SPREP	Kosi Latu
14	Permanent Representative of Fiji to the UN in New York	Satyendra Prasad
15	UNPS Evaluation - OG6 co-chairs	Heike ALEFSEN Patrick Rooney Colin Fenwick Jo Nacola Karimli Matin

16	Director, Human Rights and Social Development Division Regional cooperative agencies	Miles Young
19	Secretary for Environment and Sustainable Development Micronesia (+assistant)	Andrew Yatilman Cynthia Ehmes
20	Deputy Permanent Representative Permanent Mission of the Republic of the Marshall Islands to the United Nations	Andrea C. Muller Teri Elbon
21	Political Issues Adviser – Team Leader Emergency Response Team - Pacific Islands Forum	Alifeleti Soakai
22	Pacific Development Director; British High Commission Suva	Jean-Paul Penrose
23	Director for Governance and Engagement at the Pacific Islands Forum Secretariat	Sione Tekiteki
24	Director of DSPPAC Vanuatu	Jerry Lapi

### **Participants in Surveys**

<b>Government Officials</b>
Commerce, Industry and Environment - Nauru
Parliament - Office of Clerk - Vanuatu
Department of Women's Affairs - Vanuatu
Ministry of National Planning & Development Coordination - Solomon Islands
Ministry of health - Vanuatu
Ministry of Health and Medical Services - Kiribati
Government Ministry of Women Youth Children and Family Affairs - Solomon Islands
Department of Finance - Nauru
Office of the Council for Ongoing Government - Tokelau
Government Department - Vanuatu
Agriculture of Tuvalu - Tuvalu
Ministry of Education, Heritage and Arts – Fiji

<b>UN Staff from the following Agencies</b>
IFAD
IOM
OHCHR
UNISDR
UN Women
UNDP
UNV
UNESCO
UNFPA
UNHCR
UNICEF
UNIDO
UNRCO
WFP
UNOPS
IAEA
UNESCAP

<b>Agency Questionnaire Responses</b>
UNOPS
UN Women
UNDRR
IOM
UNCDF
UNDP Samoa MCO
UNFPA
UNICEF

<b>Civil Society Organizations</b>
Statistics for Development Division, Pacific Community (SPC)
John Snow, Inc.
SPC
Family Planning NSW
Women Enabled International



## ANNEX VI: QUESTIONNAIRE FOR RCOs

*The purpose of the following questions is to get UNRCOs’ perspective on some key issues to set the stage for the review process. These questions are in addition to the questions laid out in the survey for UN staff – they are not a substitute for them. UNRCOs are expected to respond to that survey too, which is more aligned to the issues and questions identified in the evaluation Terms of Reference.*

Please, list in the table below all resident and non-resident UN agencies in your jurisdiction.

Resident Agencies	Non-resident Agencies
1.	1.

Please, provide a brief description of the main areas of work of the UN agencies with respect to the priority areas outlined in the UNPS:

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<ul style="list-style-type: none"> <li>• How many staff does your RCO include and what are their positions? Do you consider the capacities of your RCO sufficient for carrying out your duties and responsibilities?</li> </ul>
<ul style="list-style-type: none"> <li>• How do you rate the level of coordination/cooperation among UN agencies in your jurisdiction? How is the principle Deliver as One DOA pursued in practice? What has changed in the coordination structures from the last UNDAF cycle? Have any new mechanisms or processes for coordination been introduced? How well have the newly-installed structures, mechanisms, ways of working and /or processes worked or not worked and why do you think that has been the case?</li> </ul>
<ul style="list-style-type: none"> <li>• Overall, how useful has the current UNPS been for the coordination of UN agencies for results at the regional and country/territory level? How has UNPS contributed to achieving better synergies among the UN agencies? Can you explain the coordination and accountability structure at the regional and the country/territory level and what has changed since the last UNPS?</li> </ul>
<ul style="list-style-type: none"> <li>• More specifically, how efficient has the <i>Joint Government-UN Steering Committee</i> been? How many times has it officially convened (met) during the current cycle of the UNPS? Please, list the dates of meetings. Can you explain the rationale and intent for the newer country level steering committees being launched and what do you expect to change as a result? How many have been established in your jurisdiction and who is represented in them?</li> </ul>
<ul style="list-style-type: none"> <li>• Further, how active have the <i>results/outcome groups</i> been? How many times have they officially convened (met) during the current UNPS cycle? Please, list the dates of meetings.</li> </ul>
<ul style="list-style-type: none"> <li>• What in your view has been the result of the work of these “result groups” thus far? What value have they provided to the coordination process at the regional and at the country level? What have been their major contributions to the joint work of UN agencies (programme design, implementation, tracking, reporting, communications, etc.)? Are there gaps that you might like to comment on?</li> </ul>
<ul style="list-style-type: none"> <li>• How useful has the Coordination Group (UCG) been in the current programme cycle? Are its meetings different from UNCT meetings (if the latter meets separately)?</li> </ul>
<ul style="list-style-type: none"> <li>• How active have the thematic groups been? Which thematic groups would you single out as the most active? What in your view has been the result of the work of these “thematic groups” thus far? What value have they provided to the coordination process?</li> </ul>
<ul style="list-style-type: none"> <li>• Are the “outcome groups” and “thematic groups” sufficient and effectively functioning for ensuring adequate coordination? Are there any gaps in coordination structures that need to be filled? Is there a need to streamline the thematic groups in order to make the coordination structure more efficient?</li> </ul>
<ul style="list-style-type: none"> <li>• How effective and important have the Joint Presence Offices (JPOs) been in your jurisdiction? What have been their main contributions? How capable have these offices been to improve coordination? How important has been the role of Country Coordination Officers?</li> </ul>
<ul style="list-style-type: none"> <li>• How has your RCO coordinated with the other RCO(s) in the Pacific region? How good has this coordination been?</li> </ul>
<ul style="list-style-type: none"> <li>• How consistent, synchronized and coherent the UNPS activities and processes (planning, monitoring, reporting) within/across all outcome groups?</li> </ul>

<ul style="list-style-type: none"> <li>• To what extent are the joint activity implementation and results reporting mechanisms sufficient and useful to inform decisions?</li> </ul>
<ul style="list-style-type: none"> <li>• How aligned is the UNPS with the priorities of the governments involved? How interested are the government counterparts in the UNPS? How well does the UNPS reflect the region’s key development challenges?</li> </ul>
<ul style="list-style-type: none"> <li>• What are some good examples and challenges with the engagement of CSOs in the UNPS programme? What successful experiences have been continued/scaled up? How could existing challenges be mitigated or overcome?</li> </ul>
<ul style="list-style-type: none"> <li>• What are some good examples and challenges with the engagement of the private sector in the UNPS? What successful experiences shall be continued/scaled up? How could these challenges be mitigated or overcome?</li> </ul>
<ul style="list-style-type: none"> <li>• To what extent is the UNPS grounded in and informed by the SDGs? Is there an SDG framework complete with indicators and targets available in the Pacific region? How do the main areas of UNCT’s work contribute to reaching regional and national SDG objectives?</li> </ul>
<ul style="list-style-type: none"> <li>• What has been the role and contribution of your UNRCO on the adoption and achievement of SDGs in the region (i.e. support for the identification/nationalization of SDG indicators and targets)? How has that role been coordinated with the roles of individual agencies (i.e. UNDP, UNICEF, etc.)?</li> </ul>
<ul style="list-style-type: none"> <li>• What are the SDG organizational structures in the region? (i.e. SDG coordination committee, or SDG coordination office, and so on). How does your UNRCO interact/collaborate with them?</li> </ul>
<ul style="list-style-type: none"> <li>• Has your RCO supported the formulation of any Voluntary National Reviews? If so, what specifically has been the contribution and how adequate has it been?</li> </ul>
<ul style="list-style-type: none"> <li>• Has there been any gender assessment of the current UNPS? Are there disaggregated indicators that track UNPS’s effects on gender equality and women’s empowerment? How effectively is the gender dimension tracked and measured in the UNPS process?</li> </ul>
<ul style="list-style-type: none"> <li>• To what extent has the UNPS undertaken joint-UN gender-related capacity building activities for agency staff during the current UNPS cycle? How much importance has this area received under the UNPS?</li> </ul>
<ul style="list-style-type: none"> <li>• How does the current UNPS integrate LNOB analysis and principles in its design, implementation, monitoring and reporting?</li> </ul>
<ul style="list-style-type: none"> <li>• How the risk analysis and mitigation measures for the current UNPS have been conducted, tracked and updated as required to inform programming?</li> </ul>
<ul style="list-style-type: none"> <li>• Does the UNCT have a M&amp;E strategy under the UNPS? What is the process for keeping track on a regular basis of the realization/achievement of UNPS targets against identified indicators? How often are results updated? Is there a system for tracking these results? Is UN-Info fully functional and what has been the experience with it?</li> </ul>
<ul style="list-style-type: none"> <li>• What have been the challenges with regards to the availability of regional and national statistics needed for UNPS? Please list a few specific ones.</li> </ul>

<ul style="list-style-type: none"> <li>• Has there been an evaluation, assessment or review of the UN programme or any component of it so far?</li> </ul>
<ul style="list-style-type: none"> <li>• What is the financing situation for the work of the UNCT (and agencies specifically) in your jurisdiction? What are the main challenges in relation to financing?</li> </ul>
<ul style="list-style-type: none"> <li>• Has co-financing by the respective governments been used strategically to reach the objectives of the UNPS? What are the opportunities to use in the next UNPS in this regard?</li> </ul>
<ul style="list-style-type: none"> <li>• Are UNPS outputs adequately costed? Have the agencies mobilized adequate financial resources thus far in the cycle for the achievement of UNPS commitments?</li> </ul>
<ul style="list-style-type: none"> <li>• Do you have a Resource Mobilization RM strategy at the level of the UNCT, so that resource mobilization is coordinated among the agencies? How useful has the (if there is one) RM strategy been to resource mobilization efforts? If not, would you see benefits in having one? Should the RM strategy be reconsidered to include any strategic partnerships to support UNCT coordination and expected results including for stable UNCT joint work financing i.e. ME, Knowledge Management, Learning and Communications, Innovations, Research etc?</li> </ul>
<ul style="list-style-type: none"> <li>• Does UNCT have a Joint Communications Strategy? How useful has the strategy been to joint communication efforts? Do you have a knowledge management strategy?</li> </ul>
<ul style="list-style-type: none"> <li>• How does your RCO participate in donor coordination with non-UN development partners in the region and nationally?</li> </ul>
<ul style="list-style-type: none"> <li>• How efficient is the UNPS? Are there efficiency gains achieved through joint UN work and operations? What is the value for money and cost effectiveness of the UNPS? What might be improved?</li> </ul>
<ul style="list-style-type: none"> <li>• What are the main challenges of UN coordination in the region? What areas of UN coordination would benefit from further strengthening?</li> </ul>
<ul style="list-style-type: none"> <li>• What have been the effects of the COVID-19 pandemic on the work of the RCO and UNCT during 2020 and 2021? How have the RCO and UNCT coped with these repercussions?</li> </ul>
<ul style="list-style-type: none"> <li>• How adequately was the COVID-19 response integrated under the UNPS? What has been the level of alignment, consistency, synchronization and coherence of the UNPS and its work plans with the agencies' implementation plans and the COVID-19 response plans? To what extent have the joint work plans (JWPs) been flexible for adjustment in light of COVID-19?</li> </ul>
<ul style="list-style-type: none"> <li>• How flexible has the UNPS been in meeting other unforeseen needs of the region? What mechanisms are in place in the event of possible situation change to adapt existing activities timely and efficiently?</li> </ul>
<ul style="list-style-type: none"> <li>• To what extent has the UNCT cooperated with the Pacific's regional cooperation structures? How has that cooperation taken place? What have been the main results of that cooperation?</li> </ul>
<ul style="list-style-type: none"> <li>• What else would you propose to strengthen the relevance/usefulness of the current UNPS?</li> </ul>
<ul style="list-style-type: none"> <li>• What issues need to be considered/be featured prominently in this evaluation (internal or external factors that are important to take into account)?</li> </ul>



## ANNEX VII: SURVEY WITH UN AGENCY STAFF

<b>Please name your jurisdiction (country or territory).</b>		
Answers	Responses	
Vanuatu	2.44%	1
Samoa	4.88%	2
Fiji	26.83%	11
Palau	4.88%	2
RMI	2.44%	1
North Pacific	2.44%	1
OG4 FP - Fiji RCO	2.44%	1
Australia	2.44%	1
14 Pacific SIDS	12.20%	5
All Pacific SIDS + territories	2.44%	1
Asia Pacific Region	4.88%	2
Pacific	24.39%	10
Australia, NZ, PNG and Pacific	2.44%	1
Cook Islands, Niue, Samoa & Tokelau	2.44%	1
14 PICTs	2.44%	1
	<b>Answered</b>	<b>41</b>



<b>Which UN Agency do you work for?</b>		
Answer Choices	Responses	
FAO	0.00%	0
IAEA	2.38%	1
IFAD	4.76%	2
ILO	0.00%	0
IOM	9.52%	4
UNESCAP	2.38%	1
OHCHR	7.14%	3
UNOCHA	0.00%	0
UNISDR	2.38%	1
UN Habitat	0.00%	0
UNCDF	2.38%	1

UN Women	7.14%	3
UNAIDS	0.00%	0
UNCTAD	0.00%	0
UNDP	7.14%	3
UNV	4.76%	2
UNDSS	0.00%	0
UNEP	0.00%	0
UNESCO	7.14%	3
UNFPA	2.38%	1
UNHCR	2.38%	1
UNICEF	7.14%	3
UNIDO	2.38%	1
UNODC	2.38%	1
UNRCO	14.29%	6
WFP	2.38%	1
WHO	0.00%	0
WMO	0.00%	0
UN	2.38%	1
Government Agency	2.38%	1
ITU	2.38%	1
UNOPS	2.38%	1
	<b>Answered</b>	<b>42</b>

**Please name your jurisdiction (country or territory).**

○ Answer \_\_\_\_\_

## **1. Background Information**

### **1.1 Which UN Agency do you work for?**

- FAO
- IAEA
- IFAD
- ILO
- IOM
- UNESCAP
- OHCHR
- UNOCHA
- UNISDR
- UN Habitat
- UNCDF
- UN Women
- UNAIDS

- UNCTAD
- UNDP
- UNV
- UNDSS
- UNEP
- UNESCO
- UNFPA
- UNHCR
- UNICEF
- UNIDO
- UNODC
- UNRCO
- WFP
- WHO
- WMO
- Other, please specify \_\_\_\_\_

**1.2 In what capacity do you work for the UN?**

- Head of Agency/Management
- Programme
- Operations (Finance, Procurement, HR, etc.)
- Communications
- M&E
- Other, please specify \_\_\_\_\_

**1.3 Which of the following inter-agency groups are you a member of? (Please select all that apply)**

- UNCT
- Results Groups
- UNCG
- Other, please specify \_\_\_\_\_

**1.4 How long have you been working with the UN in the Pacific Region?**

- Less than 1 year
- Between 1-2 years
- More than 2 years but less than 5 years
- More than 5 years

**1.5 What is your gender?**

- Man
- Woman
- Non-binary
- Prefer not to say

**2. Questions on UNPS**

Please select ONE answer for each question that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
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2.1 I am familiar with the UNPS and its content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2 The UNPS has adequately reflected the needs & priorities of the Pacific Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 The UNPS has addressed the needs of women, children and the most vulnerable groups in the Pacific Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4 The UNPS has been flexible enough to respond to the changing context in the Pacific Region, especially in light of COVID-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5 The UNPS has been relevant to the work of my agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.6 The UNPS has created a clearer division of labor among UN agencies in the Pacific Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.7 The UNPS has created complementarities among UN agencies in the Pacific Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.8 The UNPS was planned in a participatory fashion between UN agencies, Government bodies and non-governmental stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.8 Are there any priority areas that should have had a stronger focus in the current UNPS and/or should be added to the next one?**

Please provide 1-2 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

**2.8 Are there any priority areas that should NOT have had a stronger focus in the current UNPS and/or should NOT be added to the next one?**

Please provide 1-2 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

**2.9 If you have any additional thoughts on UNPS’s relevance, please add them here:**

○ Answer \_\_\_\_\_

**3. Questions on UNPS Appropriateness/**

Please select ONE answer for each question that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
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3.1 The UNPS objectives/targets my agency is involved in are realistic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2 The UNPS objectives/targets my agency is involved in are on track to be achieved by the end of the current cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3 The UNPS has contributed to improved synergies in the achievement of results between UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4 The UNPS has created a UN system that is more effective than the work of individual agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5 The UNPS has adequately incorporated the leave no one behind as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.6 The UNPS has adequately incorporated human rights as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.7 The UNPS has adequately incorporated gender equality as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.8 The UNPS has adequately incorporated the rights of children/youth as a cross-cutting principle/area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.9 The UNPS has adequately incorporated the rights of People with Disabilities as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.10 The UNPS has adequately incorporated environmental sustainability as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.11 The UNPS has adequately treated the regional and cross-border issues of importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.12 The UNPS implementation has adequately incorporated capacity building as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.13 The UNPS implementation has adequately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

incorporated results-based management (RBM) principles					
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**3.11 Which are the three top areas where the UNPS has provided the greatest contribution to the development and implementation of the region’s policies or SDGs?**

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

**3.12 What are the main sources of funding for your agency’s activities in the current UNPS cycle?**

- Core (own funding)
- Vertical Funds (i.e. GEF, GFATM, etc.)
- Donor funding
- Government co-financing (contributions)
- Other, please specify \_\_\_\_\_
- I am not sure

**3.13 How does your agency’s funding situation compare to the last UNDAF cycle?**

- Better
- Same
- Worse
- Don’t know

**3.14 What are the main challenges related to funding for your agency?**

- Answer \_\_\_\_\_

**3.15 What would be the factors that have so far positively affected the achievement of UNPS results?**

Please provide 1-2 factors if applicable.

Factor 1: \_\_\_\_\_

Factor 2: \_\_\_\_\_

**3.16 What would be the factors that have so far negatively affected the achievement of UNPS results?**

Please provide 1-2 factors if applicable.

Factor 1: \_\_\_\_\_

Factor 2: \_\_\_\_\_

**3.17 If you have any additional thoughts on UNPS’s effectiveness, please add them here:**

- Answer \_\_\_\_\_

**4. Questions on UNPS Coherence**

Please select ONE answer for each question that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON’T KNOW
4.1 The system in place to monitor the achievement of joint UNPS results (including for gender equality and other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

cross-cutting themes) has been adequate					
4.2 The UNPS has enabled an appropriate analysis of risks and has led to appropriate actions to ensure that results to which it contributed are not lost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.3 The allocation of resources under the UNPS has reflected the varied needs of national priorities and targeted groups, including those directed for gender equality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.4 My agency has mobilized enough resources to achieve the UNPS outcome/output targets we support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.5 UNPS has enabled the national partners to mobilize additional financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.5 UNPS resources (money, expertise, time, administration) have been allocated efficiently and reduced transaction costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.6 Pertinent information on the UNPS has been readily available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.7 Information sharing on the UNPS has been transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate the following statements from your perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
4.8 The RCO has played a crucial role in coordinating agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.9 The recent restructuring of the RCO function is a positive development that will strengthen UN coordination and effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.10 The objectives pursued by my agency are adequately reflected in the UNPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please select ONE answer for each question that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
--	-------------------	----------	-------	----------------	------------

4.10 The agency I work for frequently uses UNPS documents to plan its activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.11 The agency I work for uses UNPS documents to plan joint programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.12 The agency I work for actively communicates with other UN agencies on work related to the UNPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.13 The Joint Government-UN Steering Committee has convened regularly and has been an important instrument of cooperation with national partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.14 The Outcome Groups have enhanced inter-agency cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.15 The Outcome Groups have enhanced cooperation between the UN and the respective governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.16 Work around the Sustainable Development Goals is well coordinated among UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.17 The findings and recommendations from the Mainstreaming, Acceleration and Policy Support (MAPS) process on accelerating SDGs have been integrated programmatically and are being addressed by the agency I work for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4.18 Please provide the list of Joint Programmes or initiatives in which your agency has been involved in during the current UNPS cycle?**

Answer \_\_\_\_\_

**4.19 Following up on the previous question, in which areas there is potential for more joint programming with other UN agencies?**

Please provide 1-5 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

Area 4: \_\_\_\_\_

Area 5: \_\_\_\_\_

**4.20 Can you provide any specific examples of inter-agency coordination or cooperation that reduced duplication, generated economies of scale or resulted in development synergies and effective delivery of the UNPS?**

---

**4.21 What have been your agency’s key activities and contributions in the acceleration of SDGs in the region? Have you cooperated with other agencies in this area?**

---

**4.22 How would you rate your agency’s cooperation with the following entities and institutions?**

Please select ONE answer for each question that best reflects your perception of the following statements:

	NON-EXISTENT	WEAK	SATISFACTORY	STRONG	VERY STRONG
Other UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil Society Organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bilateral donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multilateral Development Banks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4.23 What are the main challenges related to coordination among UN agencies?**

Please provide 1-4 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

Area 4: \_\_\_\_\_

**5. Questions on UNPS Support of Transformational Change**

Please select ONE answer for each question that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
5.1 UNPS has promoted ownership of UN programmes by the governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.2 UNPS has enabled attraction of additional resources (private investment, citizen engagement) for the realization of 2030 Agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3 UNPS results are sustainable given the financial resources mobilized so far	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.4 My agency develops exit strategies to ensure results are sustained over time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.5 My agency's work in building capacities of government institutions will lead to sustainable results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.6 Vulnerable groups have become more vocal, resilient and better represented through the UNPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**6. Conclusion and Recommendations**

**6.1 What changes or recommendations should be made to support the realization of the UNPS outcomes by the end of the cycle?**

\_\_\_\_\_

**6.2 What changes should be made to support the integration of the Sustainable Development Goals by the end of the current cycle?**

\_\_\_\_\_

**6.3 Are there any additional comments you wish to make for consideration by the evaluation team? (up to 200 words)**

\_\_\_\_\_

**Thank you for your kind participation!**

## ANNEX VIII: QUESTIONNAIRE FOR UN AGENCIES

1. Please name your agency and the country (ies) or territory (ies) it serves.
2. What is the timeframe of your agency's current programme?
3. To what extent is your agency's programme aligned with the UNPS? To what extent is your agency's programme aligned with the Joint Country Action Plan (JCAP)? Are these two, in your view, fully harmonized?
4. Does your agency mostly refer to (make use of) the UNPS or CIP for the development and implementation of its programme?
5. What is the most important framework for your national counterparts (including government partners) – the UNPS or the <b>JCAP</b> ?
6. To what extent do you think the UNPS is aligned with national priorities identified in key national strategic plans/documents (particularly, in your area of activities/specialization)?
7. Does your agency refer to (make use of) the JCAP and/or UNPS for the development and implementation of its programme?
8. To which UNPS outcome areas (pillars) has your agency contributed in this programme cycle? Please, provide a brief description of your agency's main areas of work.
9. What, in your view, is the main driver of your agency's programme positioning? <ul style="list-style-type: none"> <li>a) Availability of funding?</li> <li>b) Opportunities offered by specific government/non-government partners to assist them in a particular area?</li> <li>c) Principled decision of the management to allocate resources where the real needs are?</li> <li>d) Other_____</li> </ul> <p>If it is the latter point, how do you determine what the "real" needs are?</p>
10. Following up on the question above, please, provide a brief description of your agency's main contributions/achievements in each relevant pillar/outcome area (main activities and results).
11. What results/achievements can be attributable to your agency's work? Please, demonstrate these results/achievements by defining them in specific terms and providing clear supporting evidence.
12. How has your agency supported the region's achievement of commitments and obligations under international and regional agreements and the SDGs?
13. Have results been unsatisfactory in any areas, and why? What have been the main challenges with the UNPS implementation?



14. To what extent have the outcomes that were generated been sustainable? To what extent are the results owned by beneficiaries?
15. To what extent is the effective implementation of national policies, programmes and plans that you have promoted/supported a challenge? How does your agency ensure that policies, programmes and plans that you have promoted/supported get implemented?
16. How does your agency ensure that the initiatives that get piloted under the UNPS successfully get scaled up?
17. How has your agency cooperated within the UNCT on the promotion and achievement of particular SDGs (based on the national SDG framework)?
18. How have your agency's interventions mainstreamed the five programming principles: Human Rights & Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development?
19. Please, describe how your agency's programme has focused on vulnerable groups and has been implemented in line with the "leave no one behind" principle?
20. Have you conducted a gender assessment of your programme during the current UNPS cycle?
21. Has your agency faced challenges in determining programme indicators that measure changes in gender equality and women's empowerment? If yes, what was the solution?
22. To what extent has your agency applied gender-sensitive approaches in the implementation of activities? Is there a mechanism in place that ensures gender mainstreaming of activities?
23. Has your agency had any gender-related capacity building activities for its staff during the current UNPS cycle?
24. What planning instruments/tools does your agency use for planning activities with specific national institutions/bodies? I.e. project document, annual work plan, bi-annual, work plan, etc.
25. How do you assess/evaluate the results of your agency's work? Has your agency conducted any programme evaluation in the current UNPS cycle?
26. How useful has the current UNPS infrastructure been for the coordination of UN agencies? How has it contributed to achieving better synergies among the UNPS programmes and UN agencies?
27. How active and important has the role of the UNRCO been for ensuring stronger coordination among the UN agencies?
28. Does your agency participate in any Outcome Groups? If so, please, list them. Also, indicate which of them your agency chairs (if any). How useful have these groups been in improving inter-agency coordination and supporting your agencies expected results?
29. Does your agency participate in any UNPS thematic groups (i.e. Coordination Group, Operations Management Group, Communications Group, etc.) or any other joint UN groups? If so, please, list

<p>them. Also, indicate which of them your agency chairs (if any). How useful have these groups been in improving inter-agency coordination and results for the region?</p>
<p>30. Is there a need to streamline or change the thematic groups in order to make the coordination structure more efficient?</p>
<p>31. How effective and important have the Joint Presence Offices (JPOs) been? What have been their main contributions? How capable have these offices been to improve coordination? How important has been the role of Country Coordination Officers?</p>
<p>32. To what extent does your agency have access to and make use of data at the UNCT-level to understand what progress is being made by the UNCT as a whole?</p>
<p>33. To what extent is there an adequate and well-functioning monitoring system for UNCT commonly held results in place, including for inclusive development, gender equality and LNOB monitoring?</p>
<p>34. How the current UNPS design, implementation and reporting systems been aligned with your own agency processes and mechanisms?</p>
<p>35. Has your agency mobilized adequate financial resources thus far in the cycle for the achievement of its UNPS commitments?</p>
<p>36. To what extent does the allocation of resources by your agency reflect the varied needs of national priorities and targeted groups including those directed for gender equality and other vulnerable groups?</p>
<p>37. Are UNPS outputs adequately costed? What is the process to do costing? Is this optimal?</p>
<p>38. Does your agency have a Strategic Resourcing Partnership Plan and or Resource Mobilization Strategy? Is it in any way coordinated with any other agency? Is resource mobilization coordinated/harmonized at the UNCT level in any way? If so, what are the mechanisms for resourcing coordination? Is there a need to do joint resourcing mobilization for UNCT activities at the regional or the PICT level?</p>
<p>39. Are there more efficient ways and means of delivering more and better results (at output level) with the available inputs? What cost-efficiency measures could be introduced without impeding the achievement of results?</p>
<p>40. How does your agency participate in development effectiveness coordination with non-UN development partners in the region? To what extent does the UNCT have a harmonized/coordinated approach in its participation in donor coordination in the region?</p>
<p>41. To what extent have UNPS activities, processes and systems been flexible and adaptive to respond to new needs and emerging priorities?</p>
<p>42. To what extent have UNPS plans (JWP) been flexible for adjustments? What mechanisms are in place to adapt existing activities to emerging priorities?</p>
<p>43. Are there areas where you think your agency could play a larger role, which it is currently not playing? If that is the case, what is the reason that your agency has not been able to play that role?</p>

44. What are the new and emerging needs/assistance areas for your agency to address to serve these new objectives/priorities?
45. In the context of the UN reform, what capacity building areas activities would benefit your agency to better respond to changing dynamics?
46. What has been the effect of the COVID-19 pandemic on the work of your agency during 2020? How has your agency coped with its repercussions and addressed these changes in context?
47. Are there any Joint Programmes in which your agency has been involved in during the current UNPS cycle? What are the areas in which your agency was involved in joint programmes? With which other agencies were the joint programmes implemented?
48. Are there any good practices of inter-agency coordination and joint impact that you wanted to highlight in particular?
49. What else would you propose to strengthen the relevance/usefulness of the current UNPS, as well as of the next UNSDCF?

## ANNEX IX: SURVEY WITH NATIONAL COUNTERPARTS



### On-line Survey with Government Officials

Please name your jurisdiction (country or territory).		
Answers	Responses	
Nauru	17.39%	4
Palau	8.70%	2
Samoa	8.70%	2
Cook Island	13.04%	3
Fiji	8.70%	2
Vanuatu	17.39%	4
Republic of the Marshall Islands	4.35%	1
Solomon Islands	8.70%	2
Kiribati	4.35%	1
Tokela	4.35%	1
Tuvalu	4.35%	1
	<b>Answered</b>	<b>23</b>



Please, name your institution here.	
Responses	
DFAT	
Ministry of Finance	
Ministry of State	
Ministry Foreign Affairs & Trade	
Dept for People living with disability	
Ministry of Communications and Information Technology	
Ministry of Finance and Economic Management	
Office of the Prime Minister	
Ministry of Foreign Affairs and Immigration	
Ministry of Economy	

Ministry of Culture & Internal Affairs
Commerce, Industry and Environment
Vanuatu Parliament - Office of Clerk
Department of Women's Affairs
Ministry of National Planning & Development Coordination
Ministry of health
Ministry of Health and Medical Services
Government Ministry of Women Youth Children and Family Affairs
Department of Finance
Office of the Council for Ongoing Government of Tokelau
Government Department
Agriculture of Tuvalu
Ministry of Education, Heritage and Arts

**Please name your jurisdiction (country or territory).**

○ Answer \_\_\_\_\_

**1.1. Please, name your institution here.**

Answer \_\_\_\_\_

**1.2 What is your gender**

- Man
- Woman
- Non-binary
- Prefer not to say

**1.3 Do you work for a regional or national-level organization?**

- Regional Level
- National Level
- Other, please specify \_\_\_\_\_

**1.4 Title/Position:**

- Head
- Deputy head
- Technical level
- Other, please specify \_\_\_\_\_

**1.5 For how long have you been working in your current position?**

- Less than 1 year
- Between 1-2 years

- More than 2 years but less than 5 years
- More than 5 years

**1.6 Which UN Agency have you worked directly with or you are familiar with as a result of cooperation? You may choose more than one option.**

- FAO
- IAEA
- IFAD
- ILO
- IOM
- UNESCAP
- OHCHR
- UNOCHA
- UNISDR
- UN Habitat
- UNCDF
- UN Women
- UNAIDS
- UNCTAD
- UNDP
- UNV
- UNDSS
- UNEP
- UNESCO
- UNFPA
- UNHCR
- UNICEF
- UNIDO
- UNODC
- UNRCO
- WFP
- WHO
- WMO
- Other, please specify \_\_\_\_\_

**1.4 Please, describe the way/circumstances in which you were involved with any of the UN agencies? (i.e. project implementation, joint activity, training, etc.).**

Answer \_\_\_\_\_

**1.5 For how long have you cooperated with the UN system (any of the UN agencies)?**

- Less than 1 year
- Between 1-2 years
- More than 2 years but less than 5 years
- More than 5 years

**1.6 If you are a member of any of the joint UNPS structures, please specify it below.**

- Joint Steering Committee
- Development Partners Meeting
- Other (please, specify \_\_\_\_\_)
- None

**1.7 Has the UN system cooperated with your organization? If so, from your experience, what have been the main achievements/results of UN’s contribution to or cooperation with your organization (please, provide as much detail as possible)?**

- Answer \_\_\_\_\_
- Don’t know/not sure

**Please select ONE answer for each question that best reflects your perception of the following statements:**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON’T KNOW
2.1 The UN System is a credible and reliable partner supporting the Pacific Region in achieving Agenda 2030 objectives	○	○	○	○	○
2.2 The UN System has adequately reflected the Pacific Region’s national needs & priorities	○	○	○	○	○
2.3 The UN System has addressed the needs of women, children, smallholders and the most vulnerable groups in the Pacific Region	○	○	○	○	○
2.4 The UN System has been flexible enough to respond to the changing context in the Pacific Region, especially in light of COVID-19	○	○	○	○	○
2.5 The UN System has been relevant to the work of my organization	○	○	○	○	○
2.6 Strategic interventions pursued by UN agencies were effective in reaching SDG targets	○	○	○	○	○
2.7 The UN System has created complementarities/harmonization among UN agencies in the Pacific Region	○	○	○	○	○
2.8 The UNPS has contributed to the strengthening of regional cooperation in the Pacific	○	○	○	○	○
2.9 The UNPS was planned in a participatory fashion between UN agencies and Government bodies	○	○	○	○	○

Please select ONE answer for each question that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
2.10 The UNPS objectives/targets my organization is involved in are on track to be achieved by the end of the current cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.11 The UNPS has contributed to improved synergies in the achievement of results between UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.12 The UNPS has adequately incorporated human rights as a cross-cutting principle in the activities of the UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.13 The UNPS has adequately incorporated gender equality and right of children and People with Disabilities as a cross-cutting principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**3.1 Which are the three top areas where the UN system has provided the greatest contribution to the development and implementation of national policies or SDGs?**

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

**3.2 What priority areas should the UN system address going forward?**

Please provide 2-3 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

**3.3 What are the main challenges UN agencies face in relation to mobilizing funding for activities in your area?**

- Answer \_\_\_\_\_

**3.4 What are the factors that have so far positively affected the achievement of UNPS results?**

Please provide 1-2 factors if applicable.

Factor 1: \_\_\_\_\_

Factor 2: \_\_\_\_\_



**3.5 What are the factors that have so far negatively affected the achievement of UNPS results?**

Please provide 1-2 factors if applicable.

Factor 1: \_\_\_\_\_

Factor 2: \_\_\_\_\_

**Please select ONE answer for each question that best reflects your perception of the following statements:**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
3.6 The M&E system in place to monitor the achievement of joint UNPS results (including gender equality monitoring) has been adequate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.7 Pertinent information related the UNPS has been readily available by the UN to my agency/organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.8 Information sharing by the UN with non-UN stakeholders on the UNPS has been transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please rate the following statements from your entity's perspective:**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
3.9 The Joint Government-UN Committee has convened every year and has been an important instrument of enhanced cooperation between the UN and national counterparts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.0 Work around the Sustainable Development Goals is well coordinated among UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4.1 Can you provide any specific examples of coordination or cooperation between UN agencies that reduced duplication, generated economies of scale or resulted in development synergies and effective implementation of the UNPS?**

\_\_\_\_\_

**4.2 How has the UN system contributed to the acceleration of SDGs in the region? Have you cooperated with any agencies in this area?**

\_\_\_\_\_

**4.3 What are the main challenges related to coordination among UN agencies?**

Please provide 1-4 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

Area 4: \_\_\_\_\_

**4.4 What are the main challenges related to coordination between UN agencies and your organization?**

Please provide 1-4 areas if applicable.

Area 1: \_\_\_\_\_

Area 2: \_\_\_\_\_

Area 3: \_\_\_\_\_

Area 4: \_\_\_\_\_

**Please rate the following statements from your agency's perspective:**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
4.5 The UNPS has promoted ownership of UN programmes by the government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.6 The UNPS results are sustainable given the financial resources mobilized so far	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4.7 What changes or recommendations should be made to support the realization of the UNPS outcomes by the end of the cycle or to promote the partnership between governments in the region and the UN?**

\_\_\_\_\_

**4.8 What changes should be made to support further progress on the achievement of the Sustainable Development Goals by the end of the current UNPS cycle?**

\_\_\_\_\_

**4.9 Are there any additional comments you wish to make for consideration by the evaluation team? (up to 200 words)**

\_\_\_\_\_

**Thank you for your kind participation!**

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## ANNEX X: SURVEY WITH CIVIL SOCIETY ORGANIZATIONS

### On-line Survey with Civil Society Organizations

Please name your jurisdiction (country or territory).		
Answers	Responses	
Republic of Palau	30.00%	3
Solomon Islands	10.00%	1
Australia	10.00%	1
USA (Covering through project - Samoa, Fiji, Vanuatu, Tonga, Solomon Islands, Kiribati)	10.00%	1
Australia and the Pacific	10.00%	1
Pacific Region	10.00%	1
Multiple	10.00%	1
Vanuatu, Solomon Islands, PNG	10.00%	1
	<b>Answered</b>	<b>10</b>



Please, name your organization here.
Responses
Kotel A Deurreng
Belau Association of Non-Governmental Organizations
Palau Chamber of Commerce
Solomon Island Planned Parenthood Association
Nossal Institute for Global Health
Women Enabled International
Family Planning NSW
Statistics for Development Division, Pacific Community (SPC)
John Snow, Inc.
SPC

Please name your jurisdiction (country or territory).

- Answer \_\_\_\_\_

**1.1. Please, name your organization here.**

Answer \_\_\_\_\_

**1.2 What is your gender**

- Man
- Woman
- Non-binary
- Prefer not to say

**1.3 Title/Position:**

- Head
- Deputy head
- Technical level
- Other, please specify \_\_\_\_\_

**1.4 For how long have you been working in your current position?**

- Less than 1 year
- Between 1-2 years
- More than 2 years but less than 5 years
- More than 5 years

**1.5 Which UN Agency have you worked directly with or you are familiar with as a result of cooperation? You may choose more than one option.**

- FAO
- IAEA
- IFAD
- ILO
- IOM
- UNESCAP
- OHCHR
- UNOCHA
- UNISDR
- UN Habitat
- UNCDF
- UN Women
- UNAIDS
- UNCTAD
- UNDP
- UNV
- UNDSS
- UNEP
- UNESCO
- UNFPA

- UNHCR
- UNICEF
- UNIDO
- UNODC
- UNRCO
- WFP
- WHO
- WMO
- Other, please specify \_\_\_\_\_

**1.6 For how long have you cooperated with the UN system (any of the UN agencies)?**

- Less than 1 year
- Between 1-2 years
- More than 2 years but less than 5 years
- More than 5 years

**1.7 Please, describe the way/circumstances in which you were involved with any of the UN agencies? (i.e. project implementation, joint activity, recipient of training, regional workshops or events, global workshops or events, etc.).**

Answer \_\_\_\_\_

**1.7b Please describe a significant example of when you applied a human rights-based approach to programming. What support did you receive from the UN in accomplishing this?**

Answer \_\_\_\_\_

**1.8 Have you participated in any coordination meetings with the UN system as a whole or UN agencies? How could coordination between the UN system and CSOs be strengthened going forward?**

- Answer \_\_\_\_\_

**1.9 From your knowledge, which UN contributions would you single out as most important since 2018?**

- Answer \_\_\_\_\_
- Don't know/not sure

**Please select ONE answer for each question that best reflects your perception of the following statements:**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
2.0 The UN System has adequately reflected the Pacific Region's national needs & priorities	○	○	○	○	○
2.1 The formulation of the UNPS document benefitted from the involvement of civil society	○	○	○	○	○
2.2 The UN System has adequately involved civil society organizations	○	○	○	○	○

in the implementation of its programme					
2.3 The UN System has adequately informed civil society about its activities and results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4 The UN System has adequately contributed to the development of capacities of civil society through trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5 The UN System has addressed the needs of women, children, and the most vulnerable groups in the Pacific Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.6 The UN System has been flexible enough to respond to the changing context in the Pacific Region, especially in light of COVID-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2.7 What additional actions/adjustments would you recommend to strengthen the processes around the design and implementation of the UNPS?**

\_\_\_\_\_

**2.8 To what extent and how flexibly has the UN responded to the COVID-19 challenges? How do you see the needs and priorities in your sector evolving in the short to medium terms and how can the implementation of the UN programme be made more responsive to them? How do you see this cooperation evolving and in which areas do you see the greatest potential for further work?**

\_\_\_\_\_

**2.9 Are there any additional comments you wish to make for consideration by the evaluation team? (up to 200 words)**

\_\_\_\_\_

**Thank you for your kind participation!**

## ANNEX XI: FOCUS GROUP DISCUSSION WITH CIVIL SOCIETY

*The following are the key questions that guided the focus group discussion with civil society representatives from all PICTs.*

### **Relevance**

- What is your perspective on relevance of the UNCTs and the United Nations Pacific Strategy in the region?
- Were you involved in the formulation of the current UNPS?
- Do you feel that the UNPS is a fit for purpose strategy at both the regional and the country level?
- To what extent have the findings and recommendations of the 2019 MCO Review been taken into account and implemented by the UNCT?
- How flexible has the implementation of the UNPS been in responding to the region's evolving needs and priorities? To what extent and how flexibly has the UNPS responded to the COVID-19 challenges? How can the implementation of the UNPS be made more responsive to changes and evolving priorities going forward?
- What are the UNPS mechanisms in place to ensure adherence to the commitment of 'leaving no one behind' by being sensitive to the needs of women and men of all ages, young people, boys and girls, and most vulnerable groups in the region (e.g. people living with disabilities, poor, ...etc.)? How is gender equality addressed and mainstreamed in the implementation of the UNPS across agencies?
- What are the processes and mechanisms for ensuring that agency programmes are aligned with the UNPS? How is the UNPS used in the development and implementation of agency programmes?

### **Effectiveness**

- How do the agencies ensure that the design, implementation, monitoring and reporting of their programmes are coordinated under the UNPS framework to contribute jointly to the region's development priorities? How good is this coordination? In which areas are there opportunities for improvement? What achievements under the UNPS can be singled out for having contributed in a direct way to the achievement of national priorities and the Sustainable Development Agenda?
- What is the level of integration and complementarity of the inter-agency thematic plans with UNPS JWPs during the design, implementation and reporting?
- Do agencies make use of data at the UNCT-level to understand what progress is being made by the UNCT as a whole? What might be the usefulness of UNINFO? Is data collection and sharing a challenge at the UNCT level? To what extent there is an adequate monitoring system in place, including gender equality monitoring?
- To what extent have UNPS design targeted and results thus far been equitably distributed among targeted groups? What are the mechanisms under the UNPS to ensure adequate focus on gender equality and women's empowerment?

### **Efficiency**

- How are synergies and efficiencies created among UN agency programmes under the UNPS? Is there potential for greater synergies and efficiencies?



- Are there any good examples of UNPS cost effectiveness and value for money that you can share?
- Have the agencies mobilized adequate financial resources thus far in the cycle for the achievement of UNPS commitments? Is there a joint partnering and resource mobilization strategy?
- What kind of joint programming has been in place among UN agencies in this programme cycle? What are the opportunities for greater joint programming among the agencies?
- Are there more efficient ways and means of delivering more and better results with the available inputs? What cost-efficiency measures could be introduced without impeding the achievement of results?

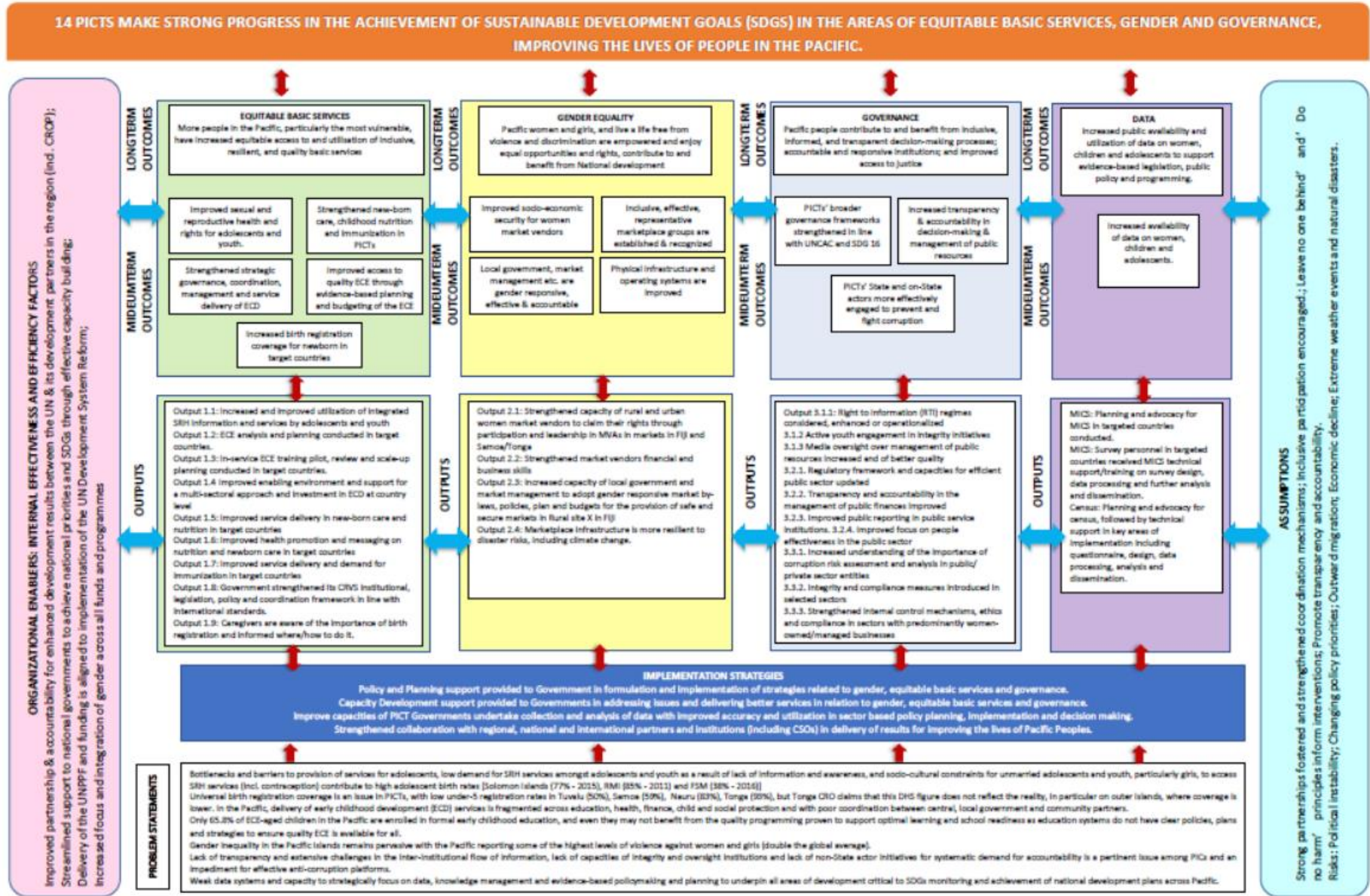
### **Governance of the UNPS**

- How effective have been the coordination mechanisms of the UNPS for achieving inter-agency coordination and coordination with national partners? To what extent have these mechanisms created or encouraged synergies among organizations, optimal results and avoidance of duplication?
- What has been the role of the UNRCOs in strengthening coordination among the agencies? Where are the opportunities for stronger inputs from the UNRCOs?
- What measures would you propose to mitigate coordination bottlenecks and strengthen cooperation among the agencies?
- How can the UN system strengthen partnerships with other development actors including bilateral and multi-lateral organizations, IFIs, civil society organizations and the private sector to leverage results?
- To what extent the approved interagency plans are flexible for adjustments? What mechanisms are in place in the event of possible situation change to adapt the existing activities?

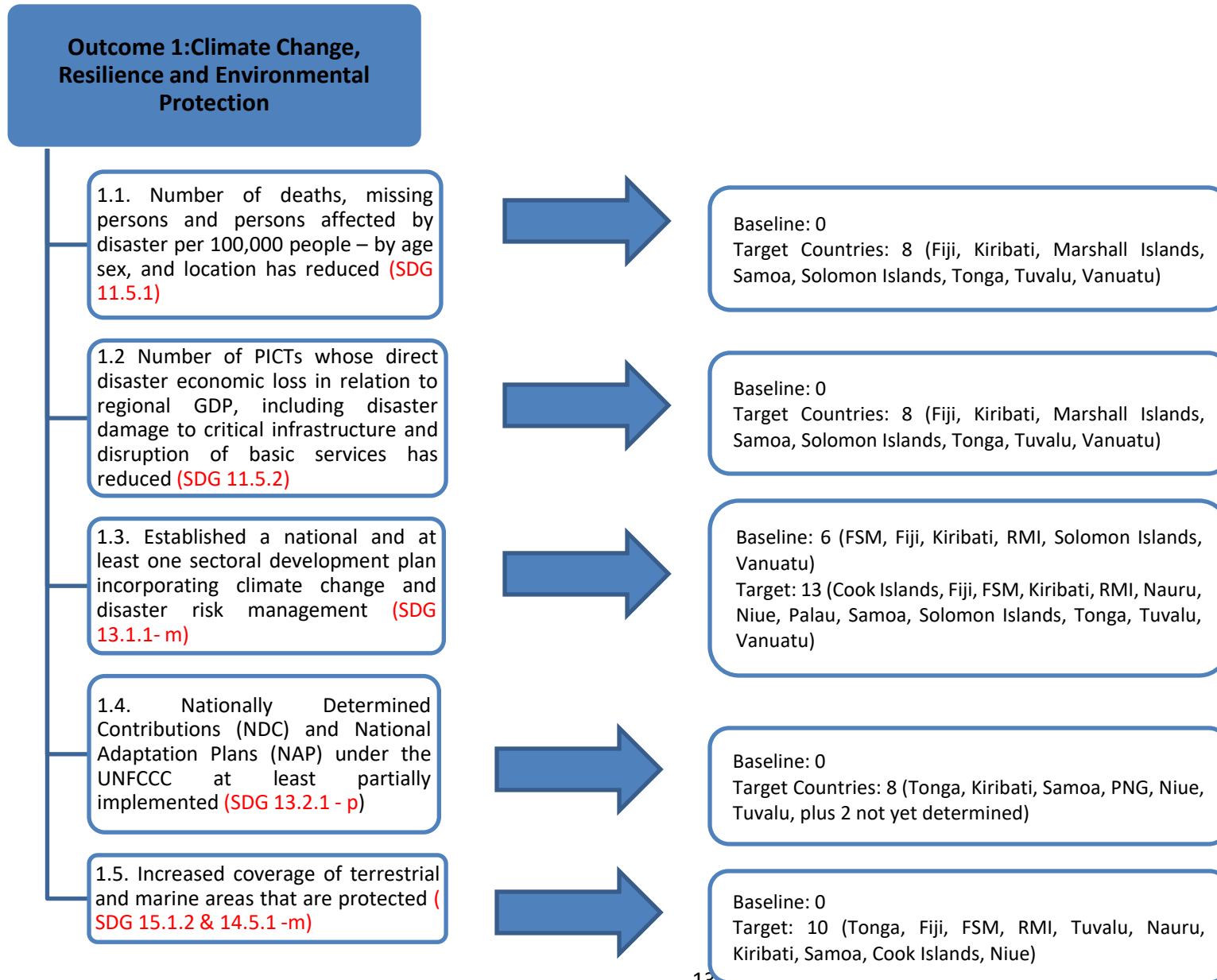
### **Enabling Factors & Recommendations**

- What additional actions/adjustments would you recommended to strengthen the processes around the design and implementation of the UNPS and the planning of the next UNSDCF?
- In the context of the UN reform, what capacity building areas activities have been undertaken jointly under the UNPS? What are the opportunities for more joint capacity building – not only to strengthen cooperation, but also achieve savings/efficiencies?

# ANNEX XII: UNPS THEORY OF CHANGE



## ANNEX XIII: ANALYSIS OF THE UNPS RESULTS FRAMEWORK



## Outcome 2: Gender Equality

2.1. Adolescent birth rate per 1000 women in that age group has decreased. (SDG 3.7.2)



**Baseline:** 0

**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

2.2. Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age has decreased based on the latest available data (SDG 5.2.1)



**Baseline:** 0

**Target:** 6 (Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu)

2.3. Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence has decreased based on the latest available data (SDG 5.2.2)



**Baseline:** 0

**Target:** 6 (Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu)

2.4. Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18 has decreased based on the latest available data (SDG 5.3.1)



**Baseline:** 0

**Target:** 6 (Vanuatu, Kiribati, Solomon Islands, Nauru, Samoa, Tonga)

2.5. Proportion of seats held by women in national parliaments has increased (SDG 5.5.1)



**Baseline:** 0

**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

2.6. Number of Pacific Island Countries in which the Proportion of population living below the national poverty line, by sex and age [disability status and geography] has decreased based on the latest available data (SDG 1.2.1)



**Baseline:** 0

**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

### Outcome 3: Sustainable and Inclusive Economic Empowerment

3.1. Number of PICTs in which the proportion of population living below the national poverty line, by sex and age [disability status and geography] has decreased based on the latest available data (SDG 1.2.1)



**Baseline:** 0  
**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu)

3.2. Number of Pacific Island countries which the proportion of men, women, youth and children of all ages living in poverty in all its dimensions according to national definitions has decreased based on the latest available data (SDG 1.2.2)



**Baseline:** 0  
**Target:** 8 (Solomon Islands, Tuvalu, Tonga, Niue, Cook Islands, Nauru, RMI, Kiribati)

3.3. Number of Pacific Island countries in which the proportion of vulnerable populations (children, unemployed persons, older persons, pregnant women, newborns, work-injury victims and the poor) covered by social protection floors/systems, disaggregated by sex and age, has increased (SDG 1.3.1)



**Baseline:** 0  
**Target:** 9 (Vanuatu, Kiribati, Solomon Islands, Samoa, Tonga Fiji, Tokelau, Niue, Cook Islands)

3.4. Number of PICTs in which the unemployment rate by sex, age and persons with disabilities (decent jobs) has decreased based on the latest available data (SDG 8.5.2)



**Baseline:** 0  
**Target:** 8 (Cook Islands, Fiji, RMI, Kiribati, Nauru, Samoa, Tokelau, and Tuvalu)

3.5. The number of PICTs where the frequency rates of fatal and non-fatal occupation injuries by sex and migrant status has decreased based on the latest available data (decent jobs) (SDG 8.8.1)



**Baseline:** 0  
**Target:** 4 (Fiji, Samoa, Solomon Islands, Vanuatu)

3.6. Percentage of the population with access to formal financial services has increased based on the latest available data (SDG 8.10.2)(SDG 1.2.1)



**Baseline:** 0  
**Target:** 5 (Fiji, Solomon Islands, Samoa, Vanuatu, Tonga)

## Outcome 4: Equitable Basic Services

4.1 Number of PICTs in which at least 95 percent of births are attended by skilled health personnel (SDG 3.1.2) - (DHS/MICS)



**Baseline:** 0

**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

4.2 Number of PICTs in which the under-5 Mortality Ratio has decreased (SDG 3.2.1) - (Census & DHS/MICS)



**Baseline:** 0

**Target:** 5 (Vanuatu, Solomon Islands, FSM, Kiribati, RMI)

4.3 Number of PICTs in which the number of new HIV infections per 1,000 uninfected population, by sex, age and key populations has decreased (SDG 3.3.1)



**Baseline:** 0

**Target:** 13 (Cook Islands, Fiji, Kiribati, RMI, FSM, Nauru, Niue, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu)

4.4 Number of PICTs which the Maternal Mortality Ratio has decreased (SDG 3.1.1) (DHS & Census)



**Baseline:** 0

**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

4.5 Number of PICTs whose proportion of women of reproductive age (aged 15-49) who have their need for family planning satisfied with modern methods has increased. (SDG 3.7.1) - (DHS/MICS)



**Baseline:** 0

**Target:** 10 (Fiji, FSM, Kiribati, RMI, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu)

4.6 Proportion of children in the Pacific: in grades 4/6 at the end of primary achieving at least a minimum proficiency level in (i) literacy (ii) numeracy, by sex. (This indicator was revised since the Pacific regional benchmarking for literacy and numeracy is done in grades 4 and 6). (SDG 4.1.1) - (Census)



**Baseline:** Baseline: Year 4 Literacy: 46.4% Boys: 40.5% Girls: 52.2% Year 4 Numeracy: 86.2% Boys: 84.2% Girls: 88.2% Year 6 Literacy: 45.7% Boys: 39.9% Girls: 51.6% Year 6 Numeracy: 67.9% Boys: 65.5% Girls: 70.4%

**Target:** Year 4 Literacy: 55% Boys: 50% Girls: 60% Year 4 Numeracy: 94% Boys: 90% Girls: 98% Year 6 Literacy: 65% Boys: 60% Girls: 70% Year 6 Numeracy: 80% Boys: 75% Girls: 85%

## Outcome 4: Cont'd

4.7 Number of PICTs in which the proportion of population using basic drinking water services has increased (SDG 6.1.1) - (Census & DHS/MICS)



**Baseline:** 0  
**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu)

4.8 Number of PICTs with baselines in which the proportion of population using basic sanitation services has increased (from baseline year) (SDG 6.2.1) (Census & MICS/DHS)



**Baseline:** 0  
**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu)

4.9 Number of PICTs where (i) prevalence of stunting among children under five has decreased, and Number of PICTs where (ii) prevalence of overweight and obesity among children under five has not increased; and number of PICTs where (iii) prevalence of overweight among adolescents, has not increased (SDG 2.2.1) (MICS & HIES)



**Baseline:** 0  
**Target:**  
 i) 6 (Kiribati, SOI, Vanuatu, Nauru, FSM, RMI)  
 ii) 7 (Kiribati, SOI, Vanuatu, Nauru, FSM, RMI, Tonga)  
 iii) 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu)

4.10 Number of PICTs in which Current Tobacco use among persons aged 15 years and over has decreased (SDG 3.a.1 -m)



**Baseline:** 0  
**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu)

4.11 Out of school rate for primary and secondary education (UIS Data)



**Baseline:** Primary: 10.8% Boys:12.5 Girls:10.9 Lower Secondary: 12.1% Boys:12.0 Girls:13.1  
**Target:** Target: Primary: 8.3% Boys:9.0 Girls:7.5 Lower Secondary: 9.5% Boys:9.0 Girls:10.0 (Islands, Tonga, Tuvalu, Vanuatu)

## Outcome 5: Governance and Community Engagement

5.1. Number of PICTs in which the Proportion of seats held by women in national parliaments has increased (SDG 5.5.1)



**Baseline:** 0  
**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

5.2. Number of PICTs in which Unsentenced detainees as a proportion of overall prison population has decreased (SDG 16.3.2)



**Baseline:** 0  
**Target:** 5 countries (countries not yet determined)

5.3. Number of PICTs (a) whose proportion of children Proportion of under 5 years of age whose births have been registered with the civil authority have increased ; (b) Achieved 80 percent death registration (SDG 16.9.1)



**Baseline:** (a) 0; (b) 5 (Cook Islands, Fiji, Kiribati, FSM, Tonga)  
**Target:** (a) 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu) (b) 7 (Cook Islands, Fiji, Kiribati, FSM, Tonga, Samoa, Solomon Islands) Vanuatu)

5.4. Adopt and implement constitutional, statutory and/or policy guarantees for public access to information (SDG 16.10.2)



**Baseline:** 0  
**Target:** 11 (Cook Islands, Fiji, Kiribati, RMI, Nauru, Palau, Samoa, Solomon Islands, Tonga, Tuvalu) Target: 14 (Cook Islands, Fiji,

5.5. Number of PICTs that have (a) Conducted at least one population and housing census in the last 10 years (SDG 17.19.2)



**Baseline:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu)  
**Target:** 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu,

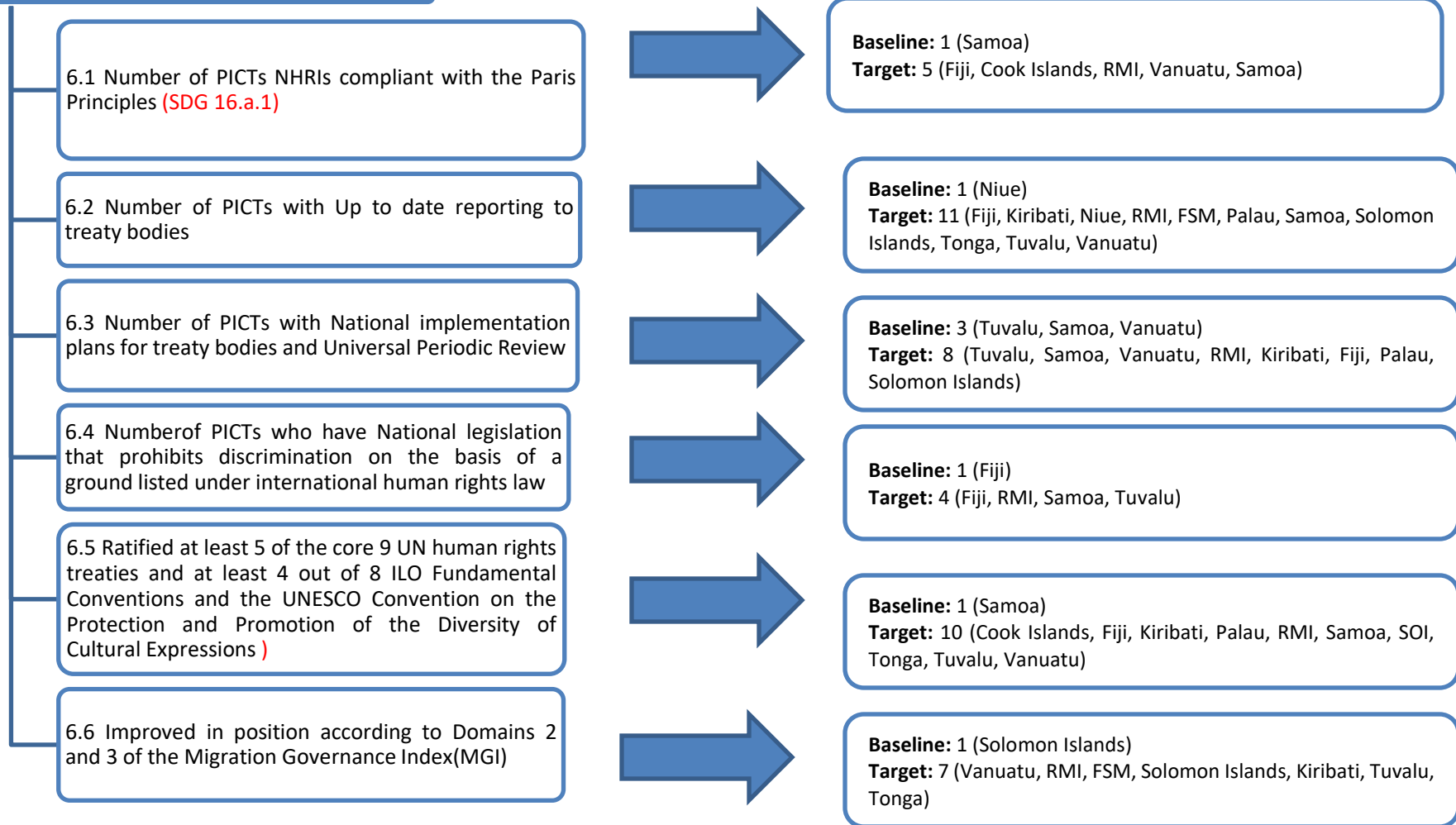
5.6. Established and implemented of anti - corruption policies (SDG 16.5.1 -p)



**Baseline:** 1 (Solomon Islands)  
**Target:** 7 (Cook Islands, Kiribati, Vanuatu, Tuvalu plus 3 other countries not yet determined)



## Outcome 6: Human Rights



## ANNEX XIV: MAPPING OF UNPS AND SDG INDICATORS

UNPS Outcomes	Relevant SDGs				Specific UNPS Indicators
Outcome 1	SDG 11 - 6 PICs (Fiji, Palau, Samoa, Tonga, Tuvalu & Vanuatu) have challenges remaining under this goal. 2 PICs (Nauru, Solomon Islands) have significant challenges. No information available for Cook Islands, Niue and Tokelau.	SDG 13 - 6 of the PICs (Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) have achieved this goal. Challenges remain for Fiji and Nauru. No information available for Cook Islands, Niue and Tokelau.	SDG 14 - 6 PICs (Fiji, Kiribati, Palau, Samoa, Solomon Islands) have challenges remaining under this goal. Tonga and Vanuatu have major challenges. No information available for Cook Islands, Niue and Tokelau	SDG 15 - 5 PICs (Fiji, Palau, Samoa, Solomon Islands and Vanuatu) all have major challenges with this goal. No information available for the remaining 9 PICs	1.1. Number of deaths, missing persons and persons affected by disaster per 100,000 people – by age sex, and location has reduced (SDG 11.5.1) 1.2 Number of PICTs whose direct disaster economic loss in relation to regional GDP, including disaster damage to critical infrastructure and disruption of basic services has reduced (SDG 11.5.2) 1.3. Established a national and at least one sectoral development plan incorporating climate change and disaster risk management (SDG 13.1.1- m) 1.4. Nationally Determined Contributions (NDC) and National Adaptation Plans (NAP) under the UNFCCC at least partially implemented (SDG 13.2.1 - p) 1.5. Increased coverage of terrestrial and marine areas that are protected ( SDG 15.1.2 & 14.5.1 -m)
Outcome 2	SDG 1 - 3 PICs (Fiji, Samoa, Tonga) have remaining challenges while 2 PICs (Solomon Islands, Vanatu) have major challenges with achieving this goal. No information available for remaining 9 PICs.	SDG 3 - 6 PICs (Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Vanuatu) have major challenges remaining. No information available for the remaining 8 PICs.	SDG 5 - 1 PIC (Marshall Islands) is facing significant challenges while 8 PICs (Fiji, Kiribati, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu) have major challenges. The remaining 5 PICs have no information available		2.1. Adolescent birth rate per 1000 women in that age group has decreased. (SDG 3.7.2) 2.2. Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age has decreased based on the latest available data (SDG 5.2.1) 2.3. Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence has decreased based on the latest available data (SDG 5.2.2) 2.4. Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18 has decreased based on the latest available data (SDG 5.3.1) 2.5. Proportion of seats held by women in national parliaments has increased (SDG 5.5.1)

UNPS Outcomes	Relevant SDGs				Specific UNPS Indicators
					2.6. Number of Pacific Island Countries in which the Proportion of population living below the national poverty line, by sex and age [disability status and geography] has decreased based on the latest available data (SDG 1.2.1)
Outcome 3	SDG 1 - 3 PICs (Fiji, Samoa, Tonga) have remaining challenges while 2 PICs (Solomon Islands, Vanatu) have major challenges with achieving this goal. No information available for remaining 9 PICs.	SDG 8 - 2 PICs (Fiji, Vanuatu) have challenges and 1 PIC (Samoa) with significant challenges. No information available for the remaining 11 PICs.			3.1. Number of PICTs in which the proportion of population living below the national poverty line, by sex and age [disability status and geography] has decreased based on the latest available data (SDG 1.2.1) 3.2. Number of Pacific Island countries which the proportion of men, women, youth and children of all ages living in poverty in all its dimensions according to national definitions has decreased based on the latest available data (SDG 1.2.2) 3.3. Number of Pacific Island countries in which the proportion of vulnerable populations (children, unemployed persons, older persons, pregnant women, newborns, work-injury victims and the poor) covered by social protection floors/systems, disaggregated by sex and age, has increased (SDG 1.3.1) ) 3.4. Number of PICTs in which the unemployment rate by sex, age and persons with disabilities (decent jobs) has decreased based on the latest available data (SDG 8.5.2) 3.5. The number of PICTs where the frequency rates of fatal and non-fatal occupation injuries by sex and migrant status has decreased based on the latest available data (decent jobs) (SDG 8.8.1) 3.6. Percentage of the population with access to formal financial services has increased based on the latest available data (SDG 8.10.2) (SDG 1.2.1)

UNPS Outcomes	Relevant SDGs				Specific UNPS Indicators
Outcome 4	SDG 2 - 1 PIC (Palau) with significant challenges and 9 PICs (Fiji, Kiribati, Marshall Islands, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu ) with major challenges. No information available for the remaining 4 PICs.	SDG 3 - 6 PICs (Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Vanuatu) have major challenges remaining. No information available for the remaining 8 PICs.	SDG 4 - 2 PICs (Fiji, Samoa) have achieved this goal, 5 PICs (Kiribati, Marshall Islands, Nauru, Palau, Tonga) have challenges and 3 PICs (Solomon Islands, Tuvalu, Vanuatu) have major challenges. No information available for remaining 4 PICs	SDG 6 - 1 PIC (Palau) with challenges, 5 PICs (Fiji, Marshall Is. Samoa, Tonga, Tuvalu) with significant challenges and 4 PICs (Kiribati, Nauru, Solomon Is, Vanutu) with major challenges. No information available for remaining 4 PICs.	4.1 Number of PICTs in which at least 95 percent of births are attended by skilled health personnel (SDG 3.1.2) - (DHS/MICS) 4.2 Number of PICTs in which the under-5 Mortality Ratio has decreased (SDG 3.2.1) - (Census & DHS/MICS) 4.3 Number of PICTs in which the number of new HIV infections per 1,000 uninfected population, by sex, age and key populations has decreased (SDG 3.3.1) ) 4.4 Number of PICTs which the Maternal Mortality Ratio has decreased(SDG 3.1.1) (DHS & Census) 4.5 Number of PICTs whose proportion of women of reproductive age (aged 15-49) who have their need for family planning satisfied with modern methods has increased. (SDG 3.7.1) - (DHS/MICS) 4.6 Proportion of children in the Pacific: in grades 4/6 at the end of primary achieving at least a minimum proficiency level in (i) literacy (ii) numeracy, by sex. (This indicator was revised since the Pacific regional benchmarking for literacy and numeracy is done in grades 4 and 6). (SDG 4.1.1) - (Census) 4.7 Number of PICTs in which the proportion of population using basic drinking water services has increased (SDG 6.1.1) - (Census & DHS/MICS) 4.8 Number of PICTs with baselines in which the proportion of population using basic sanitation services has increased (from baseline year) (SDG 6.2.1) (Census & MICS/DHS) 4.9 Number of PICTs where (i) prevalence of stunting among children under five has decreased, and Number of PICTs where (ii) prevalence of overweight and obesity among children under five has not increased; and number of PICTs where (iii) prevalence of overweight among adolescents, has not increased (SDG 2.2.1) (MICS & HIES) 4.10 Number of PICTs in which Current Tobacco use among persons aged 15 years and over has decreased (SDG 3.a.1 –m) 4.11 Out of school rate for primary and secondary education (UIS Data)

UNPS Outcomes	Relevant SDGs			Specific UNPS Indicators
Outcome 5	SDG 5 - 1 PIC (Marshall Islands) is facing significant challenges while 8 PICs (Fiji, Kiribati, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu) have major challenges. The remaining 5 PICs have no information available	SDG 16 - 3 PICs (Samoa, Solomon.Is, Tonga) with significant challenges, 2 PICs (Kiribati, Vanuatu) with major challenges. No information available for remaining 9 PICs.	SDG 17 - 1 PIC (Kiribati) with challenges and 6 PICs (Fiji, Marshall Is. Samoa, Solomon.Is, Tonga, Vanuatu) with major challenges. No information available for remainig 7 PICs	5.1. Number of PICTs in which the Proportion of seats held by women in national parliaments has increased (SDG 5.5.1) 5.2. Numbef of PICTs in which Unsentenced detainees as a proportion of overall prison population has decreased (SDG 16.3.2) 5.3. Number of PICTs (a) whose proportion of children Proportion of under 5 years of age whose births have been registered with the civil authority have increased ; (b) Achieved 80 percent death registration (SDG 16.9.1) 5.4. Adopt and implement constitutional, statutory and/or policy guarantees for public access to information (SDG 16.10.2 5.5. Number of PICTs that have (a) Conducted at least one population and housing census in the last 10 years (SDG 17.19.2 5.6. Established and implemented of anti - corruption policies (SDG 16.5.1 -p)
Outcome 6	SDG 16 - 3 PICs (Samoa, Solomon.Is, Tonga) with significant challenges, 2 PICs (Kiribati, Vanuatu) with major challenges. No information available for remaining 9 PICs.			6.1 Number of PICTs NHRIs compliant with the Paris Principles (SDG 16.a.1)  Non SDG related indicators 6.2 Number of PICTs with Up to date reporting to treaty bodies 6.3 Number of PICTs with National implementation plans for treaty bodies and Universal Periodic Review 6.4 Numberof PICTs who have National legislation that prohibits discrimination on the basis of a ground listed under international human rights law 6.5 Ratified at least 5 of the core 9 UN human rights treaties and at least 4 out of 8 ILO Fundamental Conventions and the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions 6.6 Improved in position according to Domains 2 and 3 of the Migration Governance Index(MGI)



## ANNEX XV: LIST OF JOINT PROGRAMMES

Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
<b>Markets for Change</b>	Phase one USD\$19,435,727.34	The project supports the creation and strengthening of representative marketplace groups, which in turn enhances the roles and influence of women market vendors. The project also focuses on boosting financial literacy amongst vendors and market vendor associations, and is supporting greater access to financial services and improved agricultural skills.	UN Women UNDP	Fiji Solomon Islands Vanuatu	Phase 1 Month April 2014- Month June 2021  Phase 2: July 2021 – July 2026 (TBC)	Australia (USD\$15,190,479.23) Canada (USD\$2,514,831.58) UN Women Core (USD\$1,730,416.53 ) NZ USD\$2,458,000 (across both Phase 1 and Phase 2).
<b>Pacific Climate Change Migration and Human Security Programme</b>		This regional programme seeks to protect and empower communities adversely affected by climate change and disasters in the Pacific region, focusing specifically on climate change and disaster-related migration, displacement, and planned relocation.	IOM ESCAP ILO OHCHR PIFS PDD	Kiribati Tuvalu RMI Vanuatu Fiji	3 Years (2019-2022)	UN Trust Fund for Human Security
<b>United Nations Pacific Anti-Corruption Programme (UNPRAC)</b>	6,152,677	This joint UNDP-UNODC Pacific Regional Anti-Corruption (UN-PRAC) Programme aims to support Pacific Island countries (PICs) and the territory of Tokelau to strengthen their national integrity systems. This is in order to promote effective, transparent and accountable governments and to create an enabling environment for trade, business, investment and sustainable development. In turn, this will enhance the delivery of equitable and high-quality services to all Pacific Islanders.	UNDP UNODC	14 PICTs	2016-2021	Australia (USD3,709 447) NZ (new funds under the UNPP \$2,443 230) UNDP Core (USD \$xx ) UNODC Core (USD \$xx)
<b>Support COVID-19 Contingency Plan for FSM: Improved WASH access and services in health facilities</b>	300,000	Project will support the FSM's preparedness and response planning through targeted WASH interventions and the strengthening of health dispensaries. The proposed project directly builds off the FSM COVID-19 Response Framework to support the FSM in strengthening health care systems with preparedness and response planning to ensure optimal medical care and to maintain continuity in provision of other essential community services; as well as ensuring that health services continue to meet the needs of pregnant women and pregnant adolescent girls or mothers with children under the age of 5.	IOM UNICEF	FSM	May-Dec 2020 (8 months)	SG's COVID-19 MPTF \$300,000

<b>Programme Title</b>	<b>Total Programme Budget</b>	<b>Brief Summary</b>	<b>Implementing UN/ Other Organisations</b>	<b>Countries Covered</b>	<b>Programme Duration</b>	<b>Donor(s)</b>
<b>Enhancing food security, nutrition and resilience in Kiribati</b>	300,000	The FAO proposed work seeks to strengthen the food system to provide a stable supply of healthy, safe and nutritious local foods and support livelihoods while the UNICEF proposed interventions further seek to strengthen the capacity of the health system itself to identify and respond to nutrition related diseases and provide a supportive policy environment through the endorsement of nutrition and IYCF guidelines which incorporate COVID-19 and nutrition related emergency resilience.	UNICEF FAO	Kiribati	7 months till Dec 2020	SG's COVID-19 MPTF \$300,000
<b>Supporting Solomon Islands marketplaces to respond to twin crises of COVID 19 and Tropical Cyclone Harold</b>	300,000	This project will support vendors, farmers, SMEs and markets through the provision of WASH, agricultural support and integration of ICT tools to adapt their businesses. Additionally, the project will assess the employment impacts of Covid-19 at the country-level to support governments and businesses make evidence-based decisions in relation to design of business and employment policies.	UN Women UNDP UNCDF ILO	Solomon Islands	7 months till Dec 2020	SG's COVID-19 MPTF \$300,000
<b>Enhancing food security and building socio-economic resilience to COVID-19 in Tuvalu</b>	300,000	Project will contribute towards reduced human, economic and social toll of the COVID-19 pandemic for at-risk people in Tuvalu. The joint programme between FAO, IOM and ILO will contribute towards Window 2 which aims to mitigate the socio-economic impact and safeguard people and their livelihoods. This is in line with the UN Framework for the Immediate Socio-Economic Response to COVID-19 (as well as the Tuvalu National Plans) in that the programme will address the needs of the workers affected by losses and the knock on effects on household level economies especially for those heavily dependent on remittances.	FAO IOM ILO	Tuvalu	7 months till Dec 2020	SG's COVID-19 MPTF \$300,000
<b>Supporting marketplaces to respond to dual crises of COVID 19 and Tropical Cyclone Harold in Vanuatu</b>	300,000	The proposal will support in safeguarding Pacific marketplaces, vendors' livelihoods and help restore necessary market supply chain operations – enabling food security for Vanuatu. This project will support vendors and markets through the provision of WASH and agricultural support.	UN Women UNDP	Vanuatu	7 months till Dec 2020	SG's COVID-19 MPTF \$300,000
<b>Pacific Financial Inclusion Programme</b>	34,162,000	The Pacific Financial Inclusion Programme (PFIP) has helped over two million low-income Pacific	UNCDF UNDP	Fiji, Kiribati, Solomon	Jul 2014 -Dec 2020	Australia USD 21,305,052



Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
		<p>Islanders access formal financial services and financial education.</p> <p>Launched in 2008, PFIP is jointly administered by the UN Capital Development Fund (UNCDF) and the United Nations Development Programme (UNDP) and receives funding from the Australian Government, the European Union and the New Zealand Government. The Programme operates in Fiji, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga and Vanuatu.</p> <p>Our objective is to increase the number of low-income Pacific Islanders who adopt formal financial services. PFIP achieves this objective by supporting financial service providers to innovate with products and services for mass market customers, supporting governments to create an enabling policy environment for financial innovation, and empowering consumers.</p> <p>PFIP has funded 44 projects with financial service providers who have innovated with technology and products, enrolling over two million customers in services such as agency banking, mobile wallets, micro insurance, micro loans, remittances and savings groups. This figure represents one in four adults of the six countries in which PFIP operates. Women account for 976,216 of the total clients enrolled, representing significant progress in reducing the gender gap that exists in the Pacific.</p>		Island, Papua New Guinea, Samoa, Vanuatu, Tonga, Timor		UNCDF USD 425,000 UNDP USD 206,241 MFAT USD 5,185,698 EU USD 6,369,100 RESPAC (Russian Fund) USD 590,000
<b>Climate Security in the Pacific</b>	3,200,000	<p>The project responds to these issues by providing capacity to Pacific Countries, with a focus on low lying Atoll nations, to assess, understand and address their critical climate security challenges. This will be achieved through: the application of tailored climate security assessment approaches; inclusive youth and gender-sensitive dialogues; partnerships with the range of stakeholders operating across the aspects of climate security and supporting the uptake of key findings in relevant national, regional and international policy and resourcing strategies.</p>	UNDP IOM	Kiribati RMI Tuvalu	2020 onwards (24 months)	SG's PBF \$3,200,000

Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
<b>Spotlight Initiative - Pacific Regional Programme</b>	6,229,269	The Spotlight Initiative in the Pacific will focus its work on Domestic Violence and Intimate Partner Violence through four key pillars and associated outcomes and actions by targeting multiple settings for change such as the education sector, government, churches, justice sector and CSO and works across multiple levels of the socio-ecological model, including focusing on DV/FPA policy and legislation implementation; strengthening civil society and coalitions in advocacy; and by working with churches, CSOs and through media to shift harmful individual and community norms, behaviours and practices and by ensuring the collection and use of prevalence and incidence data to learn, innovate, analyse and make evidenced based decisions about planning, policy and implementation priorities to EVAWG.	UN Women UNDP UNFPA UNICEF IOM	16 Pacific Island countries: Fiji, Samoa, RMI, FSM, Palau, Nauru, Tuvalu, Kiribati, Solomon Islands, Vanuatu, Tokelau, Niue, Cook Islands, PNG, Timor-Leste, Tonga		EU USD\$4,125,000 UNW - \$183,126 UNFPA - \$139,012 UNDP - \$27,133 UNICEF - \$100,000 IOM - \$9,840
<b>Spotlight Initiative - Vanuatu Programme</b>	3,956,823	This Investment Plan focuses specifically on Domestic Violence and Intimate Partner Violence (DV/IPV) as the predominant form of violence against women and girls in the Pacific and Intimate Partner Violence. The Spotlight Initiative (SI) is a global partnership between the European Union (EU) and the United Nations (UN) to eliminate all forms of violence against women and girls (VAWG), including harmful practices. The thematic focus of the SI for the Pacific region is Domestic Violence/Intimate Partner Violence (DV/IPV), which is primarily men's physical and sexual violence against women, including psychological violence and emotional and economic abuse and controlling behaviours such as controlling when women can leave the house, access to finance and extreme jealousy.	UNFPA UNDP UNICEF IOM	Vanuatu	Phase 1: 1 January 2020 – 31 December 2021 Phase 2: 1 January – 31 December 2022	EU USD\$2,475,000 UNFPA - \$88,119 UNDP - \$62,586 UNICEF - \$141,000 IOM - \$18,000
<b>Inclusive Governance of Natural Resources for greater social cohesion in the Solomon Islands</b>	2,149,820	The Inclusive Governance of Natural Resources (IGNR) Project provides technical assistance through timely reform of Solomon Islands' legislation and policy with regards to private sector land ownership for natural resource exploitation. The IGNR project also builds capacity of community leaders to ensure processes determining customary land ownership do not override or	UNDP UN Women	Solomon Islands		SG's PBF \$2,149,820.41

Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
		dismiss traditional land rights especially of women, which may lead to more conflict.				
<b>Pacific Response to Disaster Displacement (PRDD).</b>	3.2 EUR million (IOM 0.97 EUR million)	The overall objective of the proposed action is to reduce the risk and impact of disaster displacement on persons at risk of being displaced in developing small islands states in the Pacific, so that targeted populations would not be displaced at all, less affected or better assisted and protected when compelled to move.	Internal Displacement Monitoring Centre (Lead agency), Platform for Disaster Displacement, and IOM	Solomons Tonga RMI Vanuatu Fiji	3 Years (Aug 2019- April 2022)	EU (DG DEVCO) EUR3.2 million
<b>Reproductive, Maternal, Neonatal, Child and Adolescent Health</b>	AUD8,799,775	Joint programme trust fund for the project "Reproductive, maternal, new-born, child and adolescent health (Kiribati, Solomon Islands, and Vanuatu - RMNCAH"	UNICEF UNFPA WHO	Kiribati, Solomon Islands and Vanuatu	2015-2019	DFAT
<b>Implementation of Pacific Regional Sexual Reproductive Health Initiative</b>	5,220,070	Implementation of the Pacific Regional Sexual and Reproductive Health Initiative	UNICEF UNFPA	Kiribati, Solomon Islands, Samoa, Tonga and Vanuatu	2014-2019	MFAT
<b>Unlocking SDG Financing in the Pacific</b>	1,199,380	The overall objective of this UN Joint Programme is to support the Governments of Fiji, Vanuatu, Solomon Islands, and the Republic of Marshall Islands (RMI) to build a more integrated approach to financing their national development plans and support Least Developed Country (LDC) graduation processes in the Solomon Islands and Vanuatu. The joint programme (JP) will support the four Pacific Island Countries (PIC) to formulate and operationalize integrated, costed financing strategies that bring together the policies and instruments through which governments govern public and private financing.	UNDP UNICEF ESCAP	Fiji Solomons Vanuatu RMI	Mid 2020 - mid 2022 (24 months)	Joint SDG Fund - \$999,380 UNDP - \$100,000 UNICEF - \$60,000 ESCAP - \$40,000
<b>Investing in Coral Reefs and the Blue Economy</b>	25,000,000	Fiji's Joint Programme (JP) is embedded in a regional portfolio being structured by the in-development Global Fund for Coral Reefs (GFCR) to offset the loss of coral reefs and reinforce blue economies. UN organizations, governments, businesses, philanthropies and investment partners will deliver conservation actions in Fiji by leveraging grants and investments for a blue economy centred on the protection of coral reefs and linked SDGs.	UNDP UNCDF UNEP	Fiji	4 years once approved	Joint SDG Fund - \$5,340,000 Co-Funding by the GFCR: US\$10.4M GEF 5 Star Fiji Ridge to Reef Programme – US\$7.6M

Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
<b>Unlocking innovative financing: Strengthening WASH service delivery through innovative financing in Vanuatu and Kiribati</b>	6,656,285	The overall purpose is to unlock innovative financing to strengthen WASH service delivery to the poor and marginalized in Vanuatu and Kiribati. The JP proposes the following to connect the financial and WASH sectors: <ul style="list-style-type: none"> <li>• Innovative financing mechanism created: This includes the establishment of National Water Authority (NWA) to unlock innovative financing from various sources such as public-private partnership, development and commercial banks, IFIs and households; to operate financing innovative solutions such as performance contracts to service providers, capital assistance programme (CAP) for vulnerable households, subsidies/rebates for complaint and fees/tariffs/fines for non-compliant with approved WASH standards for new housing leases.</li> <li>• System strengthening: capacity building of water cooperatives and local councils, as well as south-south knowledge exchange between Kiribati and Vanuatu.</li> </ul> Etc	UNICEF UNDP WHO	Vanuatu Kiribati	48 months: Jan 2021- Dec 2024	Joint SDG Fund - \$4,659,400
<b>Measles Outbreak Response</b>	USD3,966,084	SAMOA CERF RR: Response to the Measles Outbreak in Samoa and other Pacific Island Countries	UNICEF, WHO, MOH Samoa, MOH Fiji, MOH Vanuatu, MOH Kiribati, MOH RMI, MOH FSM, MOH Tonga	Samoa, Fiji, Vanuatu, Kiribati, RMI, FSM, Tonga	201-2020	UNOCHA
<b>Tropical Cyclone Harold Response</b>	USD\$2,600,000	Pacific Island Countries: WASH and Nutrition Response to Tropical Cyclone Vanuatu	UNICEF, WHO, UNFPA, WFP	Vanuatu, Fiji	2020-2021	UNOCHA
<b>Gender of Inequality of Risk Programme</b>	AUD\$2,000,000	Girls & women face greater disaster risk. This programme in the Solomon Islands addresses this through stronger management & use of data and governance mechanisms at the national and provincial level	UN Women UNDRR IFRC	Solomon Islands	Aug 2019 – Aug 2021	Australia
<b>Regional Ridge to Reef: Testing the Integration of Water, Land, Forest &amp; Coastal Management</b>	USD10,335,937	The purpose of the project is to test the mainstreaming of ‘ridge-to-reef’ (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve	UNDP FAO UNEP  (Implementing Partner:	15 PICs Cook Islands, Federated States of Micronesia, Fiji Islands,	(2015-2021)	GEF

Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
<b>to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries</b>		ecosystem services. This regional project provides the primary coordination vehicle for the national R2R STAR Projects that are part of the Pacific R2R Program, by building on nascent national processes from the previous GEF IWRM project to foster sustainability and resilience for each island through: reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management through on-site demonstrations; establishing evidence-based approaches to ICM planning; improved consolidation of results monitoring and information and data required to inform cross-sector R2R planning approaches. This project will also focus attention on harnessing support of traditional community leadership and governance structures to improve the relevance of investment in ICM, including MPAs, from 'community to cabinet'.	SOPAC/SPC-geoscience)	Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu		
<b>Implementation of Global and Regional Oceanic Fisheries Conventions and Related Instruments in the Pacific Small Island Developing States (also referred to as PIOFMP-II)</b>	USD10,000,000 (\$5million each for UNDP & FAO)	To support Pacific SIDS in meeting their obligations to implement and effectively enforce global, regional and sub-regional arrangements for the conservation and management of transboundary oceanic fisheries thereby increasing sustainable benefits derived from these fisheries.	UNDP FAO  Implementing Partner: FFA	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	2015-2021	GEF
<b>United Nations Pacific Strategy Fund</b>	NZ\$24.7m	To support the implementation of the UN Pacific Strategy, in particular funding for outcomes 2, 4 and 5 over 2.5 years	UNDP UNICEF UNFPA UNW UNODC	All 14 countries under Fiji and Samoa MCOs	2.5 years from June 2020	NZ
<b>Inclusive Economic Recovery through</b>	US\$1,500,000	The project will intervene in informal sub-sectors of informal economies, creative industries and	ILO, UNESCO and UNDP	Fiji Vanuatu	2020-2022 (March)	SG's COVID-19 MPTF \$1.5m

Programme Title	Total Programme Budget	Brief Summary	Implementing UN/ Other Organisations	Countries Covered	Programme Duration	Donor(s)
<b>Sustainable Enterprises in the Informal Economies of Fiji, Palau, Tonga and Vanuatu</b>		agriculture sectors in Fiji, Palau, Tonga and Vanuatu and mobilize stakeholders in labour market to address unemployment, underemployment and business deficits and fundamental flaws of informal economies to improve resilience and employment, production and income for recovery from impacts of COVID-19.	(Direct) IFAD (indirect)	Tonga Palau		

<b>Joint Programme</b>	<b>Overall Budget</b>	<b>Agencies</b>	<b>Donor</b>	<b>Duration</b>
<b>EU-UN Spotlight Initiative (Samoa)</b>	\$3.5m USD (Phase 1) (EU Funding: \$2.9m, Agencies: \$597,740)  Phase 2 (Tentative) \$1.2m	UN Women, UNESCO, UNDP, UNICEF, UNFPA	European Union	Jan 2020-June 2022 (Phase 1)  July 2022 – December 2023 (Phase 2)
<b>UNOSSC-Samoa Knowledge Society Initiative (SKSI): India Fund</b>	\$1.2m USD  (DP Contribution: \$1m, Agencies: \$201,834)	UNESCO, UNDP	UNOSSC India Fund	Dec 2019 - Dec 2022 (Extension)
<b>Joint SDG Fund Social Protection Initiative (CKI, Niue, Samoa, Tokelau)</b>	\$3.4m USD  (DP Contribution: \$3m, Agencies: \$386,176)	UNDP, UNESCO, UNICEF, UNESCAP, ILO	Joint SDG Fund	Jan 2020- June 2022 (Extension)
<b>Joint SDG Fund Integrated Financing (CKI, Niue, Samoa)</b>	\$1.04m USD  (DP Contribution: \$979, 462, Agencies: 57,250)	UNDP, UN Women, UNESCAP	Joint SDG Fund	July 2020 – Dec 2022 (Extension)

<b>Joint Programme</b>	<b>Overall Budget</b>	<b>Agencies</b>	<b>Donor</b>	<b>Duration</b>
<b>UN Partnership for the Rights of Persons with Disabilities (Cook Islands)</b> <i>NEW</i>	<b>\$400,000 USD</b>	<b>UNDP, UNICEF</b>	UN Partnership for the Rights of Persons with Disabilities Fund	In design phase
<b>Building Forward Better by Safeguarding Natural Capital and Ecosystem Services (Samoa)</b> <i>NEW</i>	\$777,188 USD (DP Contribution: 710,401 Agency Contribution: 66,787)	UNESCO, UNESCAP, UNEP	SIDS Joint SDG Fund	Jan 2022 – December 2023
<b>Innovative and Sustainable Policy and Digital Solutions to Catalyse Enhanced Food and Livelihood Security (Niue)</b> <i>NEW</i>	\$770,483 (DP Contribution: 561,400, Agencies: 209,083)	FAO, UNDP, UNICEF	SIDS Joint SDG Fund	Jan 2022 – December 2023
<b>Utilising digitalization to accelerate the achievement of SDGs (Cook Islands)</b> <i>NEW</i>	\$966,400 (DP Contribution: 566,400, Agencies: 400,000)	FAO, UNDP, UNICEF	SIDS Joint SDG Fund	Jan 2022 – December 2023
<b>Accelerating SDG achievement in Tokelau through integrated policy solutions</b> <i>NEW</i>	\$424,000 (DP Contribution: 364,400, Agencies: 60,000)	UNICEF, UNDP, FAO	SIDS Joint SDG Fund	Jan 2022 – December 2023



<b>Joint Programme</b>	<b>Overall Budget</b>	<b>Agencies</b>	<b>Donor</b>	<b>Duration</b>
<b>Samoa Women in Leadership (WILS)</b>	\$2.3m	UNDP, UN Women	DFAT	June 2018 – October 2022
<b>Engaging Youth in Samoa in Organic Farming: Farm to Table Approach</b>	\$555,640	UNDP, IFAD	Joint SDG Fund	February 2016 – April 2018

## ANNEX XVI: UNPS OUTCOMES AND EXPECTED RESULTS

The following are the six key results (outcomes) expected from the UNPS.<sup>76</sup>

- **Outcome 1:** In addition to the overarching UN mandate to respond to humanitarian situations, specific programme priorities for 2018-2022 prioritize the integration of climate change and disaster risk management into programming to promote resilient and sustainable development in the Pacific. Vulnerability to the impacts of climate change will be addressed by scaling up transformational adaptation initiatives in flood control, coastal zone management, and water and food security, undertaken with strong community engagement. Resilience will be built by supporting livelihood diversification and adaptive capacity – including addressing the links between migration and climate change – for the most marginalized and vulnerable populations in the Pacific, particularly those living on atolls, along the coast, and in urban areas.
- **Outcome 2:** Women offer unique skills and knowledge that contribute significantly to Pacific nations. The UN will continue to work with governments, regional bodies, and civil society across the 14 PICTs to empower women and girls and to build inclusive societies. Ensuring the elimination of discriminatory policies and practices in all aspects of life and working towards achieving gender equality benefits individual women and men, families, communities, and countries. The UN will advocate for joint legal and policy reforms and educational programming in the Pacific that promote gender equality, women’s and girls’ empowerment, and respect of women’s and human rights in an effort to introduce the population and young learners to concepts of equal opportunity and treatment of women, fairness, respect of bodily integrity, and freedom from stigma and violence.
- **Outcome 3:** The development and growth of small and micro enterprises through policies, skill development and incentives will be supported to strengthen informal businesses and facilitate their formalization. Special focus will be needed to support the development of an entrepreneurial culture among traditionally disadvantaged categories of workers, including youth, women, and persons with disabilities. Targeted efforts will improve decent work conditions for these disadvantaged groups as well as for migrant workers through the elimination of non-standard forms of employment.
- **Outcome 4:** Support will be provided to the Ministries of Health across all 14 PICTs to improve health policy formulation and to promote strengthened investment in sexual and reproductive, child and maternal health, and nutrition. A focus on midwifery workforce strengthening will ensure that international standards for skilled birth attendants are attained. Programme approaches will contribute to a measurable reduction in the prevalence of sexually transmitted infections (STIs) and improve access to family planning in 10 PICTs, reducing unplanned pregnancies, especially among adolescents, and realizing reproductive rights for women and girls. The six PICTs with Maternal Mortality Rates (MMR) above the SDG target of 70 per 1000,000 live births will be prioritized. Increased attention will be given to addressing cervical cancer and other reproductive health morbidity and mortality concerns. Priority areas will focus on ensuring that more school aged children are in school and learning, supporting strengthened education system capacities to increase the availability and quality of education, improving the

<sup>76</sup> The formulation of the outcomes presented in the table is taken from the UNPS document.

quality of teaching, developing alternative education opportunities for out of school children, and building the resilience of schools and communities. Countries with the highest rates of out of school children and the lowest learning outcomes will be targeted. These include FSM, Kiribati, Solomon Islands, Tuvalu, and Vanuatu. Technical support will be provided to analyze evidence on children who are not learning and the barriers to education for out of school children in the target countries and associated child protection issues. By strengthening teacher education systems, including the use of technology-based approaches, teachers will be better equipped to address the learning needs of all students. Increasing access to safe drinking water and sanitation in rural, peri-urban and remote areas is a priority, as is the need to strengthen the enabling environment for improved water and sanitation. The latter includes building institutional capacities for financial planning and budgeting, coordination, improving service delivery, sector monitoring, and improving the ability of communities, schools, and healthcare providers to develop, manage, and sustain WASH infrastructure. Capacity development and technical assistance for WASH policy, planning, and standards development in all 14 PICTs will align support to the regional coordination and financing mechanisms established by the Pacific Regional Infrastructure Facility.<sup>28</sup> Targeted countries will receive comprehensive support for water, sanitation, and hygiene (WASH) by implementing the innovative Drinking Water Safety and Security Planning approach to help communities safely manage their water resources during short-term or slow-onset disasters, making them more resilient to climate change and natural hazards.

- **Outcome 5:** The UN will support the promotion of peaceful and inclusive societies by working with governments, justice, and security sector institutions as well as civil society to strengthen the rule of law and access to justice and by creating space for dialogue among stakeholders. Priority will be given to measures that ensure the effective delivery of justice outcomes, enhancing legal aid provisions, providing alternative dispute resolution mechanisms, and expanding access to justice to remote areas using models of centre-to-periphery service delivery with a focus on women, youth, and vulnerable groups. Support will also address ongoing and emerging issues such as early access to justice, redress for land and property grievances, addressing risks related to extractive industries, management of natural resources, and the use of rapidly increasing climate finance mechanisms. The UN will support the empowerment of youth and women by providing fora for policy dialogue with decision-makers and improving conflict resolution skills.
- **Outcome 6:** The UN, in collaboration with the Pacific Community and the Pacific Islands Forum Secretariat (PIFS), will provide technical support to strengthen national legal frameworks and institutions that deliver human rights protection and support countries in implementing international human rights standards. The UN will work with PICTs to support the development of platforms and the strengthening of capacities to undertake multi-sector and harmonized human rights reporting and implementation processes.

## ANNEX XVII: COUNTRIES AND AGENCIES UNDER EACH RCO

Countries/Territories	Resident Agencies	Non-resident Agencies
<b>Fiji RCO</b>		
<ul style="list-style-type: none"> <li>• Fiji</li> <li>• Solomon Islands</li> <li>• Tonga</li> <li>• Tuvalu</li> <li>• Vanuatu</li> </ul>	<ul style="list-style-type: none"> <li>• FAO</li> <li>• IFAD</li> <li>• ILO</li> <li>• IOM</li> <li>• OHCHR</li> <li>• UNW</li> <li>• UNAIDS</li> <li>• UNCDF</li> <li>• UNDP</li> <li>• UNESCAP</li> <li>• UNCTAD</li> <li>• UNDSS</li> <li>• UNFPA</li> <li>• UN-HABITAT</li> <li>• UNICEF</li> <li>• UNODC</li> <li>• UNDRR</li> <li>• UNOCHA</li> <li>• UNHCHR</li> <li>• UN-VOLUNTEERS</li> <li>• WFP</li> <li>• WHO</li> </ul>	<ul style="list-style-type: none"> <li>• IAEA</li> <li>• ITC</li> <li>• IMO</li> <li>• ITU</li> <li>• UNHCR</li> <li>• UN Environment</li> <li>• UNESCO</li> <li>• WMO</li> <li>• UNIDO</li> <li>• UNOPS</li> <li>• WMO</li> </ul>
<b>Samoa RCO</b>		
<ul style="list-style-type: none"> <li>• Cook Islands</li> <li>• Niue</li> <li>• Samoa</li> <li>• Tokelau</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• UNICEF</li> <li>• UNFPA</li> <li>• UN Women</li> <li>• UNESCO</li> <li>• WHO</li> <li>• WMO</li> <li>• UN Environment</li> <li>• UNDSS</li> <li>• DCO</li> <li>• UNOCHA</li> <li>• FAO</li> <li>• ILO</li> <li>• UNCDF</li> </ul>	<ul style="list-style-type: none"> <li>• IOM</li> <li>• UNESCAP</li> <li>• UNHCR</li> <li>• WFP</li> <li>• OHCHR</li> <li>• UNDRR</li> <li>• IFAD</li> <li>• UNAIDS (no active programme currently)</li> <li>• UNV</li> <li>• UNODC (JPs with UNDP)</li> <li>• UNCTAD</li> <li>• UNOPS</li> </ul>
<b>North Pacific RCO</b>		
<ul style="list-style-type: none"> <li>• Federated States of Micronesia</li> <li>• Kiribati</li> <li>• Nauru</li> <li>• Palau</li> <li>• Republic of the Marshall Islands</li> </ul>	<ul style="list-style-type: none"> <li>• FAO</li> <li>• IFAD</li> <li>• UNCTAD</li> <li>• UNDP</li> <li>• UNFPA</li> <li>• UNICEF</li> <li>• UNOCHA</li> <li>• WFP</li> <li>• WHO</li> </ul>	<ul style="list-style-type: none"> <li>• IAEA</li> <li>• ILO</li> <li>• UNESCO</li> <li>• UN Environment</li> <li>• UNHCR</li> <li>• UNISDR</li> <li>• WMO</li> </ul>

Countries/Territories	Resident Agencies	Non-resident Agencies
	<ul style="list-style-type: none"><li data-bbox="643 226 743 258">• IOM</li><li data-bbox="643 260 751 291">• UNW</li></ul>	

## ANNEX XVIII: RECOMMENDATIONS

The evaluation generated ample information and evidence on the performance of the Pacific UN system under the UNPS. Based on the analysis presented in this report and the suggestions of evaluation participants, the evaluators derived a list of key recommendations which are presented below for the attention of UNPS stakeholders.

Recommendation	Responsible Parties	Related Finding	Timeframe
<p><b><i>Recommendation 1: Strengthen Inter-agency Coordination Structures</i></b></p> <p>The following are key measures identified in the course of this evaluation that will help with the strengthening of the UN coordination infrastructure.</p> <ul style="list-style-type: none"> <li>• The UNCT should complete the full establishment and harmonization of the UNPS coordination infrastructure. This includes the full establishment of the third RCO for Micronesia and the establishment of joint committees in all countries.</li> <li>• The UNCT should reach agreement on a clear and shared understanding of the roles and responsibilities of key coordination structures – key aspects that require more clarity are the role of UNCG vis-à-vis that of the RCOs, the role of OGs vis-à-vis that of the RCOs, etc.</li> <li>• The UNCT should consider the option of expanding participation in country-level JSCs to non-state actors as a means to improving representation and strengthening the checks and balances of the UNPS processes.</li> <li>• As a first step to improving coordination within the UNCT, the three RCOs should strengthen coordination among themselves. This will require the establishment of clear coordination procedures and systems.</li> <li>• The RCOs should address the confusion of government counterparts about the role and responsibilities of the country-level JSCs by providing greater clarity and more information on these structures. Also, the specific role expected of JSC members representing governments should be further clarified – especially, whether they are expected to engage in planning and programming, or just oversight and coordination.</li> <li>• The RCOs should also address their staff turnover issue which is seen as a challenge by some agencies.</li> <li>• The OG’s reporting lines should be fully clarified and the arrangement should be communicated clearly to all relevant parties. Also, the process through which the OGs</li> </ul>	<p>UNCT, RCOs, Agencies, National Governments</p>	<p>Finding 2, Finding 3</p>	<p>One Year</p>

Recommendation	Responsible Parties	Related Finding	Timeframe
<p>provide information to UN entities should be clarified and communicated to relevant parties. OG meetings should be structured more adequately, both in terms of frequency and regularity of meetings and also in terms of agenda-setting, reporting, etc. The UNCT should consider the idea proposed by some stakeholders of opening the OG meetings to national stakeholders – one option that may be considered is the OG2++ format, which involves coordination meetings with a wider set of national stakeholders. Additionally, OGs could be turned into fora for the conduct of programme reviews with the involvement of representatives from the governments, civil society and social partners and the private sector.</p> <ul style="list-style-type: none"> <li>• UNCT should ensure that DMEG is adequately established and meets regularly to ensure quality and completeness of data, including financial information. All the assessments and evaluations at the Pacific level should be coordinated and guided by this group.</li> <li>• The UNCT should consolidate its strategic approach to communications by ensuring that the next programme cycle is underpinned by a single communications strategy. Such a strategy could be combined with a knowledge management strategy at the Pacific level. UNCMG should be strengthened and made fully operational, with regular meetings, clear commitment and strong participation by the agencies.</li> <li>• Links between the work of the OGs and the thematic groups, especially DMEG and UNCMG, should be strengthened. One suggestion for how to do this is by having DMEG and UNCMG members participate in the OGs.</li> <li>• Given the need for multiple interventions in this area, this evaluation recommends that UNCT take a harmonized approach in the establishment of coordination structures across sub-regions and countries. Although some degree of innovation and diversity is always desirable, the most essential of these structures (such as the UNCTs or JSCs) should function and operate in the same way independently of location. All of this can be achieved more systematically on the basis of a “<i>comprehensive review</i>” of the coordination infrastructure with a view to identifying the most appropriate measures based on the needs of all relevant stakeholders.</li> <li>• If the review mentioned above will be conducted, the three RCOs should coordinate it in close cooperation with each other. Overall, the process of harmonization of coordination structures will require much stronger coordination among the three RCOs. The RCOs should also develop a shared vision on the instruments that they seek to promote for the coordination of agencies under the UNPS (i.e. monitoring and evaluation frameworks, etc.).</li> </ul>			

Recommendation	Responsible Parties	Related Finding	Timeframe
<p><b><i>Recommendation 2: Engage More Effectively with Regional Cooperation Structures</i></b></p> <ul style="list-style-type: none"> <li>• UN should strengthen its partnership with the regional inter-governmental organizations and bodies by developing a system-wide strategic approach for such engagement. The following are some more specific recommendations identified in this evaluation.</li> <li>• The RCOs should conduct a detailed mapping of all the regional cooperation structures on the ground<sup>77</sup> and an assessment of the role they play in fostering regional cooperation. Such an assessment should be the basis for the identification of opportunities for engagement by the UN system. The process should result in the identification of regional players who can play a role in the implementation of the UNPS.</li> <li>• Informed by the above-mentioned assessment, the three RCs must be given by the UN system and UNCT clear authority and resources to provide strong leadership and coordination in jointly negotiating a partnership framework on behalf of the UNCT with the relevant regional structures/initiatives and CROP agencies grounded on a clear division of labour based on respective comparative advantages.</li> <li>• The UNCT should engage with CROP in developing a strategic approach for how UN and CROP agencies can be complementary and mutually supportive of each other. UNCT should explore with CROP avenues through which the UNPS could be used more effectively to enable practical joint programmatic engagements with CROP agencies at the country level.</li> <li>• UNCT should also explore opportunities for building up the capacity of PIFS as the secretariat of CROP. There is also potential for further cooperation with the Pacific Community for capacity building on monitoring and data collection for the SDGs. Support could be provided to the Regional Data Hub in the collection of information relevant to the UNPS.</li> <li>• The role and mandate of the Fiji RCO in leading synergies with intergovernmental regional and subregional organizations should be further clarified and solidified.</li> </ul>	<p>UNCT and RCOs, as well as National Government and Regional Cooperation Organizations</p>	<p>Finding 2</p>	<p>Two Years</p>
<p><b><i>Recommendation 3: Strengthen Partnerships with Civil Society, Private Sector and Development Partners</i></b></p> <ul style="list-style-type: none"> <li>• For the upcoming cooperation framework, the UNCT should strengthen engagement with civil society and social partners at both regional and country levels. The UN should adopt a more systematic and strategic approach for this engagement. It should be done through a strategic and well-thought-out approach shared across the UNCT. The following are some more specific recommendations identified in this evaluation. <ul style="list-style-type: none"> <li>○ The UNCT should engage CSOs across all outcome areas and through all stages of programme preparation and execution. For example, potential cooperation with the</li> </ul> </li> </ul>	<p>UNCT and RCOs, as well as Regional Cooperation Organizations</p>	<p>Finding 2</p>	<p>One Year to Two Years</p>

<sup>77</sup> A mapping exercise of regional initiatives was reported to have been initiated by the Fiji RCO.



Recommendation	Responsible Parties	Related Finding	Timeframe
<p>Pacific Islands Association of NGOs (PIANGO) could be explored. Furthermore, the UNCT should explore options and avenues for greater engagement of CSOs in programme implementation, especially service delivery. The UNCT should also identify ways to engage CSOs more effectively in the monitoring and reporting of UNPS results. The practice of virtual consultations with CSOs should be maintained and further institutionalized.</p> <ul style="list-style-type: none"> <li>○ The inter-agency coordination infrastructure should be further opened for involvement by civil society and social partners. While the UNCT has encouraged JSCs to include the representatives of civil societies, evaluation participants stressed the importance of further opening up of country-level JSCs to civil society and social partners. Another suggested measure is the engagement of civil society and social partners with outcome groups in a formalized and well-structured fashion, along the lines of the OG2 (augmented format).</li> <li>○ CSOs engaged in this evaluation demanded greater support from the UN system for their capacities. A dedicated UN programme to improve the capacity of NGOs across PICTs to participate in development cooperation was identified as a priority by civil society and social partners. The UN can also do more to create greater space for the involvement of CSOs in the region’s development processes.</li> </ul> <ul style="list-style-type: none"> <li>● UNCT should engage more closely with the private sector at the regional and country level, both in terms of tapping private sector financial resources and also helping companies become socially more responsible. As in the case of civil society and social partners, this engagement should be grounded in a strategic and systemic approach shared by all agencies. The RCOs could explore options for cooperation with the Pacific Islands Private Sector Organization (PIPSO) and Pacific Islands Trade Unions (PICTU).</li> <li>● The UN should explore opportunities to play, alongside other regional cooperation bodies, a far more significant role in facilitating donor coordination in the Pacific. At the regional level, the UNCT should strengthen the joint mechanisms it uses for coordination and information-sharing with development partners. At the country level, the UN can play a more active role in supporting the coordination capabilities of the respective governments. The RCOs, JPOs/CPOs and CCS should provide greater and better coordinated (with the agencies) support to Pacific governments for improving their capabilities to coordinate development assistance more effectively. The country-level donor coordination virtual meetings organized in Cook Islands, Niue and Tokelau serve as a good example – they should be further institutionalized and expanded in the region.</li> </ul>			
<b>Recommendation 4: Strengthen the Governance and Accountability of Country-Level Joint Structures</b>	UNCT, RCOs, Agencies,	Finding 3	One Year

Recommendation	Responsible Parties	Related Finding	Timeframe
<ul style="list-style-type: none"> <li>• At a high level, this evaluation recommends an expanded assessment/review of the “country presence” structures and needs. The “country presence” concept should be grounded in a well-thought-out and well-established model that reflects the views of both agencies and national governments and that also accommodates country specificities. The review should be conducted in a coordinated fashion by all three RCOs, closely involving the respective UNCTs and national partners. Such an expanded exercise will be a good opportunity to review the mandate and operations modality of the JPOs/CPOs and come up with a model that reflects current realities and needs of the UN agencies and national governments. It should incorporate the ongoing stock-taking exercise on UN premises being undertaken by the Fiji RCO in the five countries under its purview. Based on the above-mentioned review, the RCOs should agree to a harmonized approach for the JPOs/CPOs.</li> </ul> <p><u>JPOs/CPOs</u></p> <ul style="list-style-type: none"> <li>• As a first step, the RCOs should complete the establishment of JPOs/CPOs and recruitment of CCS in all relevant countries/territories. This process should be based on a clear plan agreed with the UNCT and complete with milestones and timelines.</li> <li>• With the endorsement of UNCT, the RCOs should review the role of national coordinators with a view to whether that role could be strengthened to include functions such as country and sectoral analyses, support for programme development, monitoring of activities, etc. As an example, the role of the coordinator could be conceived as a seconded RCO position in the foreign affairs/finance/planning agency of the respective host government, helping with substantive processes such as planning, programme development, general donor coordination, etc. Any enhancements in the role of country coordinators should be done in the context of the review of the mandate and operations modality of the JPOs/CPOs noted above.</li> <li>• UN agencies - especially the larger ones - should embrace the role of the JPOs/CPOs and be willing to rely of them for certain tasks which need to be agreed beforehand at the level of the UNCT.</li> <li>• The RCOs should step up their efforts in improving the visibility of the JPOs/CPOs in the eyes of national partners. National stakeholders should be provided with clear messages about the mandate and role of the JPO/CPO network. These messages will need to be consistent, whether they are coming from the RCOs or the agencies.</li> </ul> <p><u>JCAPs</u></p>	National Partners		

Recommendation	Responsible Parties	Related Finding	Timeframe
<ul style="list-style-type: none"> <li>• The RCOs should ensure that country-level planning becomes a meaningful process that brings together UN agencies and national counterparts. The JCAPs should become more substantive documents with improved quality and increased relevance and greater consistency across the three RCOs. The formulation of JCAPs requires the meaningful involvement of all relevant stakeholders.</li> <li>• UNCTs and RCOs should seek to the extent possible to link the formulation of JCAPs to national budget review and planning processes, so as to ensure the integration of country-level UN activities into the sectoral and national plans, which will eventually enhance ownership and reduce transaction costs.</li> <li>• At the country level, the UN should build a robust process for sustained engagement of national stakeholders through JCAPs. This process should result in a stronger sense of ownership among national counterparts.</li> <li>• RCOs and JPOs/CPOs should organize more effective communications and awareness-raising activities aimed at improving national partners' understanding of the cooperation framework, role of UN system and JCAPs.</li> </ul>			
<p><b><i>Recommendation 5: Further Promote Joint Activities and Programming Among UN Agencies</i></b></p> <ul style="list-style-type: none"> <li>• UNCT and the RCOs should make greater efforts in identifying incentives that could improve the attractiveness of joint programming for the agencies. This process should take into account and respect the agencies' respective mandates and rules and procedures.</li> <li>• In those cases when the development of joint programmes is coordinated by the RCOs, the latter need to provide the agencies with greater clarity and consistency for criteria and processes they use in incentivizing joint activities (such as submissions for joint programmes).</li> <li>• The UN agencies, from their side, need to display greater willingness and effort in forging joint programmes among themselves. This will require a great degree of will in working together, recognizing each other's comparative advantages and strengths.</li> <li>• UNCT and OGs, under the coordination of RCOs, could identify signature services and flagship products that could be feasibly conducted jointly. This could include areas such as policy advisory services, research, training including results-based management, monitoring,</li> </ul>	UNCT, RCOs, Agencies, National Governments	Finding 4, Finding 5	One Year

Recommendation	Responsible Parties	Related Finding	Timeframe
<p>and evaluation, strategies for capacity building, knowledge management strategy and South-South Cooperation.</p> <ul style="list-style-type: none"> <li>UNCT, under the coordination of the RCOs, should continue to work towards the establishment of a fully-fledged UNPSF. RCOs should intensify efforts to attract additional donors to the UNPSF. Convincing donors to channel their resources through the fund will require a lot of advocacy and negotiations, and more importantly demonstrating the value of the pooled fund idea. The RCOs will need to harmonize their positions and approaches on this front, which might require the development of a common strategic approach shared not only among the RCOs, but also endorsed by the entire UNCT.</li> </ul>			
<p><b><i>Recommendation 6: Improve the Process for the Design of New Cooperation Framework</i></b></p> <p><u>Regional Level</u></p> <ul style="list-style-type: none"> <li>The process for designing the upcoming cooperation framework should be inclusive and conducted through a continuous bottom-up process. The three RCOs should design a suite of tools and a series of engagements to bring together all stakeholders at regional and country-level. The design of the upcoming cooperation framework will benefit from more effective consultations with civil society and social partners groups and the private sector.</li> <li>Given the impact of the pandemic, the new cooperation framework needs to be remolded to adequately respond to the new development landscape in the region. The new framework needs to promote methods and approaches capable to sustain an effective response to rapidly changing conditions. Further, recognizing the Pacific region’s vulnerability to the devastating impacts of natural disasters and climate change, it is essential that the COVID-19 response and recovery strives to “<i>build back better</i>” and promotes sustainable approaches to economic development and natural resource management.</li> <li>UNCT should conduct a comprehensive analysis of the impact of the work of the UN during the COVID-19 crisis with a view to understanding the impact of that work and using it as the basis for the development of the new programme which, going forward, should inevitably encompass activities focused on the COVID-19 recovery. The whole COVID-19 response should be seamlessly integrated into the broader cooperation framework.</li> </ul> <p><u>Country Level</u></p> <ul style="list-style-type: none"> <li>In the upcoming framework, special emphasis should be placed on developing tailored country-specific support based on a solid assessment of the country-level situation and</li> </ul>	<p>RCOs, UNCT, Agencies, National Governments</p>	<p>Finding 1, Finding 2</p>	<p>Six Months to One Year</p>

Recommendation	Responsible Parties	Related Finding	Timeframe
<p>priorities placed in the broader regional context. The assessment should also include a realistic estimation of the countries' needs which should be used to plan UN's technical support.</p>			
<p><b><i>Recommendation 7: Strengthen the Results-Based Management of the Cooperation Framework</i></b></p> <ul style="list-style-type: none"> <li>• UNCT should strengthen its overall M&amp;E infrastructure. Given the enormity of challenges in this area and the need for much stronger coordination, the whole enterprise of improving the M&amp;E system in the Pacific region will benefit for a systematic review of the challenges and options undertaken jointly by the three RCOs with the blessing of the UNCT. This exercise could comprise an assessment of all key components of the M&amp;E infrastructure, including coordination, data aggregation mechanisms, UN Info system, use of indicators, baselines, targets, etc.</li> <li>• The RCOs should harmonize the approaches used to monitor and report UNPS results across the 14 countries. The RCOs should accelerate the operationalization of the UN Info system to facilitate the harmonization process. Joint UNPS reporting should be made consistent over countries and time. There is also a need for better disaggregation of indicators the UNCT uses (e.g. on the basis of gender, disability, age and other groups that may experience social exclusion). The evaluative work undertaken by the agencies should be utilized by the UNCT more effectively and strategically at the country and regional level under the coordination of the RCOs.</li> <li>• The UNCT and RCOs should identify ways to reduce the complexity and length of UN planning documents, which make them inaccessible to government and civil society and social partners. They should also seek to lower the transactions costs for the governments and address the fatigue resulting from the heavy reporting requirements by UN agencies, donors, and other partners.</li> <li>• UNCT and the RCOs should establish an efficient and easy to use system for the collection and aggregation of financial information at the level of UNPS.</li> <li>• UNCT should work more closely with and support the regional structures for the establishment of an effective system for monitoring SDGs at the regional and national level. The UN could play a greater role in support of the region's data collection and analysis capabilities. It is well-positioned to further support PICTs' efforts to improve regional and national data systems. This could include both technical support for national statistical departments and also support for the coordination of data collection and reporting approaches in the region. UN support for the development to statistical capabilities in the</li> </ul>	<p>UNCT, RCOs, Agencies, National Governments</p>	<p>Finding 9</p>	<p>Six Months to One Year</p>

Recommendation	Responsible Parties	Related Finding	Timeframe
<p>region could be expanded to include not only national statistical agencies, but also other key agencies which have a role in the generation of data. The collection and monitoring of SDG indicators for the Pacific region currently undertaken by the Pacific Data Hub could be adapted not only to the country level (feeding into the national VNRs), but also to tracking the UNPS's results framework at the regional level.</p>			
<p><b><i>Recommendation 8: Enhance the Sustainability of the New Cooperation Framework</i></b></p> <ul style="list-style-type: none"> <li>• For the upcoming cooperation framework, the UNCT should develop a solid Resource Mobilization Strategy. Country-level resource mobilization strategies could be developed as subsets of the regional strategy.</li> <li>• RCOs should deploy their increased capacities more effectively in the resource mobilization front. UNCT RM efforts should be coordinated across RCOs and countries. In particular, the RCOs should strengthen their role in coordinating resource mobilization among agencies, ensuring that there are no overlaps in agency approaches to donors.</li> <li>• UNCT should strengthen cooperation with Pacific regional structures to ensure more coordinated access to regionally available resources.</li> <li>• The resource mobilization strategy should identify concrete actions for channeling the resources and contributions of the private sector more effectively towards the countries development objectives.</li> </ul>	<p>UNCT and RCOs</p>	<p>Finding 11</p>	<p>Six Months to One Year</p>

## ANNEX XIX: SITUATION ANALYSIS

The 14 Pacific Island Countries and Territories (PICTs) under the UNPS framework, namely Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu, take up to 15 per cent of the earth's surface. Scattered through this territory resides a population of 2.3 million people<sup>78</sup>. There are great diversities across the Pacific region, starting from size and population, history and cultures, to economies and political systems. Fiji is the most populated country with approximately 900,000 residents and Niue is the smallest with approximately 1,640<sup>79</sup>. Wide ranging economic, social, environmental and political challenges present real risks for the region. The Gross Domestic Product (GDP) in the Pacific Region is amongst the lowest in the world, ranging from Fiji with US\$4.4 billion to US\$199 million in Kiribati<sup>80</sup>.

Human development in the Pacific has undergone profound change, with many countries experiencing rising levels of poverty/hardship, vulnerability and exclusion due to the impact of natural disasters and COVID 19. According to the Human Development Report 2020 (HDI)<sup>81</sup>, Palau is listed among the Very High Human Development group of countries, while Fiji, Tonga and Samoa remain among the High Human Development countries. On the other hand, Vanuatu and Solomon Islands are ranked among Medium Human Development countries. The remaining countries - Cook Islands, Niue, Nauru, Tokelau and Tuvalu - are not included in the 2020 HDI report.<sup>82</sup>

**Table 7: Human Development Index**

Rank	Country/Territory	Human Development Index (HDI)
50	Palau	0.826
93	Fiji	0.743
104	Tonga	0.725
111	Samoa	0.715
117	Marshall Islands	0.704
134	Kiribati	0.630
136	Micronesia (Federated States of)	0.620
140	Vanuatu	0.609
151	Solomon Islands	0.567

Adjusted per capita national income, ranges from US\$1,974 in the Solomon Islands to US\$4,896 in Fiji, with an average of US \$3,725, according to the latest data available from the World Bank. This compares to an average of US \$7,721 for SIDS worldwide.

PICTs are some of the most vulnerable in the world to the effects of climate change and disasters, especially considering their location on the southwestern part of the Pacific Rim of Fire and closeness

<sup>78</sup> According to the latest data by the World Bank ([www.worldbank.org/en/country/pacificislands](http://www.worldbank.org/en/country/pacificislands)).

<sup>79</sup> Information retrieved Oct. 2021 from [www.worldometers.info/](http://www.worldometers.info/).

<sup>80</sup> World Bank, 2021 (<https://databank.worldbank.org/reports.aspx?source=2&series=NY.GDP.MKTP.CD&country=PSS>).

<sup>81</sup> UNDP, 2020 (<https://hdr.undp.org/sites/default/files/hdr2020.pdf>)

<sup>82</sup> Source: HDR 2020 - [hdr.undp.org](http://hdr.undp.org).

to the Equator. The World Risk Index 2020<sup>83</sup> ranks five PICTs among the top 20 most at-risk countries, including Vanuatu, Solomon Islands and Tonga, which are ranked first, second, and third respectively.

PICTs are also vulnerable to the adverse effects of climate change. A considerable part of their population is already suffering from extreme weather events such as hurricanes, droughts, heavy rainfall and floods, and their effects; especially dangerous water shortages. The predicted rise in sea levels, higher temperatures and acidification of the ocean are expected to aggravate these risks in the coming decades. This puts at high risk the livelihoods of the people, most of whom are engaged in agriculture, forestry and fishing and are therefore dependent on natural resources. Extreme weather conditions impact tourism in a negative way as well.

Human rights values and principles of fairness, equality, protection of the most vulnerable and serving others are embedded in Pacific beliefs, laws and policies and in international human rights instruments. Although all countries elect their governments through democratic processes, the support of traditional systems and religious structures remains prevalent. The region continues to face significant challenges, including political instability and its impact on peace and development, increasing influence of finance on politics and elections, weak or non-existent local governance structures. PICTs have created stronger frameworks around specific human rights issues and despite resource and capacity constraints, there has been significant efforts to engage meaningfully with the Universal Periodic Review process and align their national legislations with international human rights standards. This has resulted in a number of laws modelled after international best-practices. In the reporting period, one independent human rights institution was established in Tuvalu and some Micronesian countries have indicated interest in the UPR recommendations on this area that they have received in their reviews.

Women's representation in Parliament in 2020 was largely lacking, varying from Fiji with 19.6 per cent to Marshall Islands with 6.1 per cent, and an average of close to 8 per cent of Parliament seats being held by women.<sup>84</sup> The Pacific remains the only region in the world to have a number of parliaments without any women members (FSM and Vanuatu parliaments). Gender inequality varies in the region, with the majority of countries reporting less than 50 per cent of women in wage employment in the non-agricultural sector. The additional unpaid domestic work, while engaging in most of the food growing and inshore fishery activities, leaves not much time for formal employment. The Gender Inequality Index exists only for Fiji, Tonga and Samoa.

The vulnerable status of women and children increases their exposure to violence, exploitation and abuse. UN Women estimates that 60-80% of women and girls in the Pacific region will experience physical and/or sexual violence in their lifetimes, although the rates vary across states, territories, and cultures.<sup>85</sup> All PICTs except Palau and Tonga have ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), but reporting has been delayed by up to 10 years.

Based on a range of studies on violence against women, and according to HDI's Women's Empowerment component in the Pacific region,<sup>86</sup> rates of having ever experienced physical and/or sexual violence by an intimate partner among ever-partnered women range from 25% (in Palau) to 68%

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<sup>83</sup> BEH, 2020 ([https://weltrisikobericht.de/wp-content/uploads/2020/12/WRR\\_2020\\_online\\_.pdf](https://weltrisikobericht.de/wp-content/uploads/2020/12/WRR_2020_online_.pdf))

<sup>84</sup> Information retrieved Oct. 2021 from <https://databank.worldbank.org/reports.aspx?source=2&series=SG.GEN.PARL.ZS&country=PSS>

<sup>85</sup> UN Women: "Ending Violence Against Women and Girls: Evidence, Data and Knowledge in Pacific Island Countries, 2nd Edition". Suva, Fiji. 2011.

<sup>86</sup> UN Population Fund, Asia and the Pacific Regional Office: "Women Who Experience Intimate Partner Violence, 2000- 2017: UNFPA Asia and the Pacific Region." Bangkok, Thailand. 2017.



(in Kiribati). Among all women, the rate of having experienced physical and/or sexual violence by a non-partner since age 15 ranges from 6% (in Tonga) to 47% (in Nauru).

PICTs' political, economic, and overall development context in 2020/21 was marked by the COVID-19 pandemic and the resulting global economic downturn, climate induced natural disasters along with complex socio-political challenges at both national and regional levels. In response to the spread of the pandemic, PICT governments initiated travel restrictions and enforced international border closures, as well as other interventions to limit the transmission of the virus. Consequently, while the impact of the COVID-19 virus itself on the Pacific has been limited, the socio-economic aftermath of the pandemic coupled with pre-existing vulnerabilities and inequalities across the region are threatening to reverse many of the development gains achieved over recent decades.

The COVID-19 pandemic has disproportionately impacted the most vulnerable and marginalized groups, particularly women within every vulnerable group and also other vulnerable groups such as older persons; adolescents, children and young people, especially girls and young women; persons with disabilities; LGBTIQI+ communities; homeless people and informal settlement dwellers; people living with HIV/AIDs and pre-existing medical conditions; subsistence fishers and farmers; informal workers; domestic workers; single and women-headed households; and poor households.<sup>87</sup> Overall, vulnerability in the Pacific has deepened with health systems unable to prevent and address outbreaks and the pandemic, increased incidence of NCDs, growing unemployment and domestic violence, limited progress in adaptation, unresolved human rights violations and an expanding democracy deficit.

Geographic isolation, ecological fragility, limited resources, and narrow economic bases – in addition to political instability, governance and human rights issues and civil unrest, continue to limit the ability of governments in the region to tackle their development challenges. These conditions have affected progress towards the achievement of the Sustainable Development Goals (SDGs)<sup>88</sup> and continue to shape the localization of the SDG 2030 agenda across the region.

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<sup>87</sup> Socio-Economic Impact Assessment (SEIA) of COVID-19

<sup>88</sup> Pacific Islands Forum Secretariat: "Pacific Regional MDGs Tracking Report".2015.