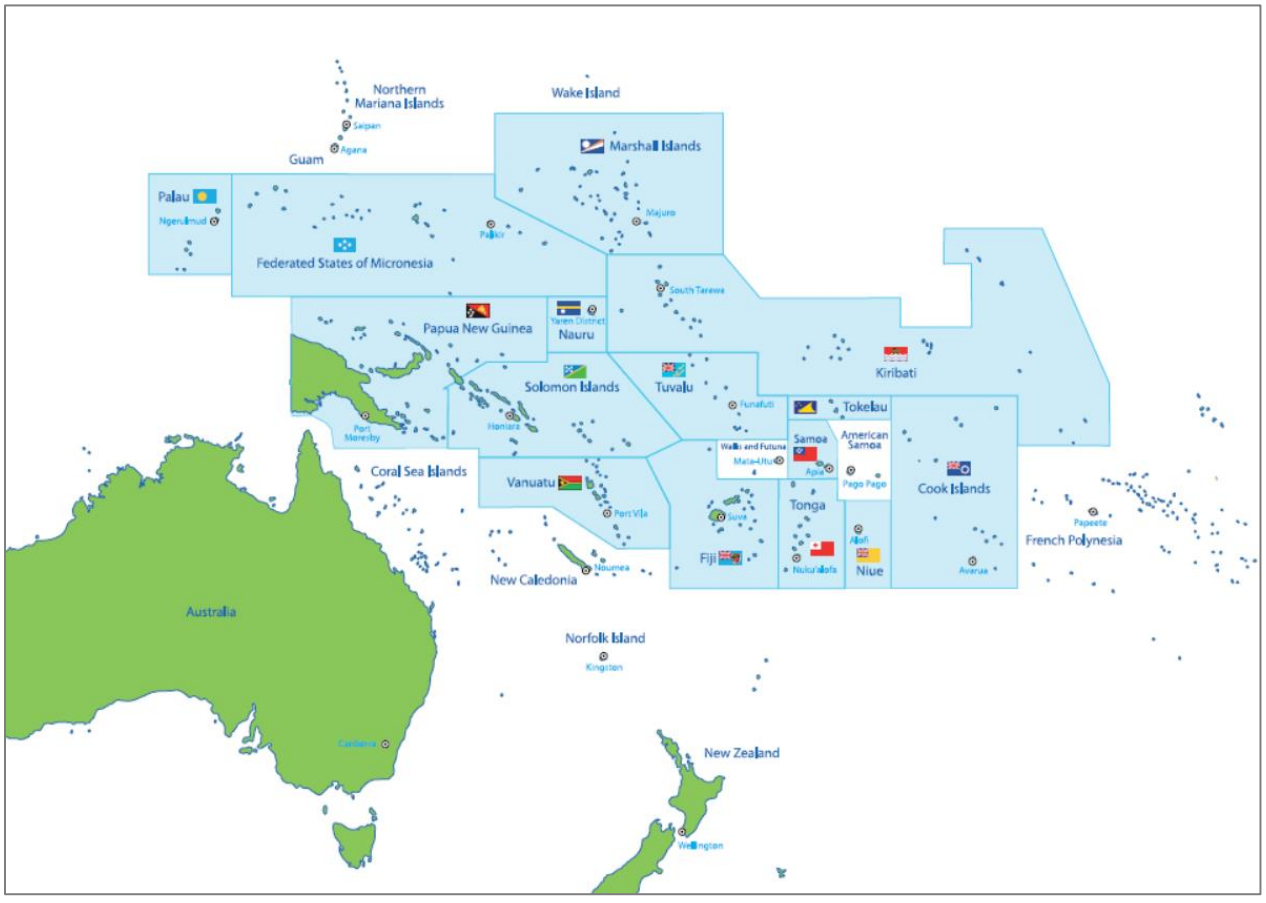
UNITED NATIONS
COOK ISLANDS, FIJI, KIRIBATI, REPUBLIC OF MARSHALL ISLANDS, FEDERATED STATES OF MICRONESIA, NAURU, NIUE, PALAU, SAMOA, SOLOMON ISLANDS, TOKELAU, TONGA, TUVALU & VANUATU

Mid-Term Review

United Nations Pacific Strategy Fund

(UNPSF)



Elinor Bajraktari
October 2022

ACKNOWLEDGEMENTS

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DISCLAIMER

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ABBREVIATIONS

ADB	Asian Development Bank
APSC	Australian Public Service Commission
AYFHS	Adolescent and Youth Friendly Health Services
CAPI	Computer Assisted Personal Interviewing
CBF	Common Budgetary Framework
CPO	Country Presence Office
CROP	Council of Regional Organizations in the Pacific
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organization
DMEG	Data, Monitoring and Evaluation Group
ECD	Early Childhood Development
ECE	Early Childhood Education
EU	European Union
FAO	Food and Agriculture Organization
FBoS	Fiji Bureau of Statistics
FFA	Pacific Islands Forum Fisheries Agency
FICAC	Fiji Independent Commission against Corruption
FLE	Family Life Education
FOI	Freedom of Information
FPNSW	Family Planning New South Wales
FSM	Federal States of Micronesia
ICT	Information and Communications Technology
JCAP	Joint Country Action Plans
JSC	Joint Steering Committees
M&E	Monitoring and Evaluation
M4C	Markets for Change Project
MCO	Multi-Country Office
MFAT	New Zealand Ministry of Foreign Affairs and Trade
MICS	Multiple Indicator Cluster Surveys
MPTFO	Multi-Partner Trust Fund Office
MTR	Mid-Term Review
NEAP	National Education Action Plan
NZ	New Zealand
NZUNPP	New Zealand United Nations Pacific Partnership
PACJN	Pacific Anti-Corruption Journalists Network
PHC	Primary Health Care
PHC’	Population and Housing Census
PICT	Pacific Island Countries and Territories
PIF	Pacific Island Forum
PIFS	Pacific Island Forum Secretariat

PILON	Pacific Islands Law Officers Network
PINA	Pacific Islands News Association
PPE	Personal Protective Equipment
PRC4ECD	Pacific Regional Council for ECD
PUNO	Participating UN Organization
RC	Resident Coordinator
RCO	Resident Coordinator Office
RMI	Republic of the Marshall Islands
RTI	Right to Information
SC	Steering Committee
SCCI	Samoa Chamber of Commerce and Industry
SDG	Sustainable Development Goal
SI	Solomon Islands
SIICAC	Solomon Islands Independent Commission against Corruption
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SRHR	Sexual and Reproductive Health and Rights
ToR	Terms of Reference
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Emergency Fund
UNODC	United Nations Office on Drugs and Crime
UN-PRAC	United Nations Pacific Regional Anti-Corruption Project
UNPS	United Nations Pacific Strategy
UNPSF	United Nations Pacific Strategy Fund
USP	University of the South Pacific
USPSA	University of the South Pacific Students' Association
WASH	Water, Sanitation and Hygiene

1. INTRODUCTION

This report summarizes the main findings and recommendations of the Mid-Term Review (MTR) of the United Nations Pacific Strategy Fund (UNPSF),[1] established jointly by the UN and the Government of New Zealand to finance the implementation of a part of the United Nations Pacific Strategy (UNPS). The UNPS represents the development cooperation framework between the United Nations and 14 Pacific Island Countries and Territories (PICTs).

Based on the UNPSF's Terms of Reference, the Fund was required to undergo a mid-term review in early 2022. Given that the Fund started operating in earnest only in September 2020,[2] the delayed conduct of this review is opportune as it allowed for the observation of a greater timeframe of the UNPSF (September 2020 to July 2022). Another factor that facilitated the conduct of this MTR was the fact that the review was conducted by an evaluation consultant who had previously led the evaluation of the UNPS and was therefore familiar with the context of the region and the UNPS more specifically.

The MTR has both learning and accountability purposes. On the one hand, it assists UNPSF stakeholders to strengthen programming and results, specifically informing the planning and decision-making for a potential upcoming phase of the UNPSF. At the same time, the MTR serves as an accountability instrument vis-à-vis the donor (New Zealand) and beneficiaries (PICTs). It assesses the contribution of the UNPSF to the Pacific region development results through evidence-based judgements using evaluative approaches and identifies factors that have affected the UNPSF's contributions. The MTR provides the stakeholders with recommendations for improving the way UNPSF operates and delivers results, especially in the light of the upcoming phase.

This report is conceived and formulated as an attachment to the final evaluation of the United Nations Pacific Strategy (UNPS), completed in April 2022. As such, this report should be read and used in conjunction with the UNPS evaluation report.

The following are the key features of the MTR process.

- ***Objective*** – The MTR's main objective was to collect pertinent information and provide evidence-based analysis and recommendations on the UNPSF performance. The MTR is forward-looking, providing the UN and the Government of New Zealand with recommendations on how to improve the UNPSF performance in the upcoming phase.

[1] The terms "UNPSF" and "Fund" will be used interchangeably throughout this document.
[2] The UNPSF MOU was signed in May 2020 and set the starting date for implementation at 01 June 2020. However, funds were only received by recipient agencies in late August 2020, which delayed the launch of the fund.

- ***Scope*** – The MTR covers the whole period of fund implementation (from initiation to July 2022) and includes all outputs and activities undertaken with UNPSF financing.

- ***Methodology*** – The MTR used a participatory and consultative approach for the collection of data, formulation of recommendations and identification of lessons learned. The methodology was based on mixed methods and involved the use of commonly applied tools such as documentary review, interviews, information triangulation, analysis and synthesis. MTR activities were organized according to the phases (shown in the figure below): i) planning; ii) data collection; and, iii) data analysis and reporting.

- ***Data Collection and Analysis*** – The data collection process involved a thorough review of the relevant documentation and semi-structured interviews with stakeholders and partners (see Annex V for list of stakeholders interviewed for this MTR). The information obtained through the documentary review and interviewing process was triangulated against available documented sources, and then synthesized using analytical judgement.

- ***Limitations*** – A major limitation of this MTR was the inability of the consultant to conduct a mission to the region and have in-person interviews with key stakeholders due to Covid-19 restrictions. To mitigate this limitation, the consultant broadened the range of documentation included in the desk review and increased the depth of semi-structured interviews with stakeholders and partners. Another challenge was the very tight timeframe available for this review which limited the scope of the data collection process.

Figure 1: MTR Process



Structure of the MTR Report

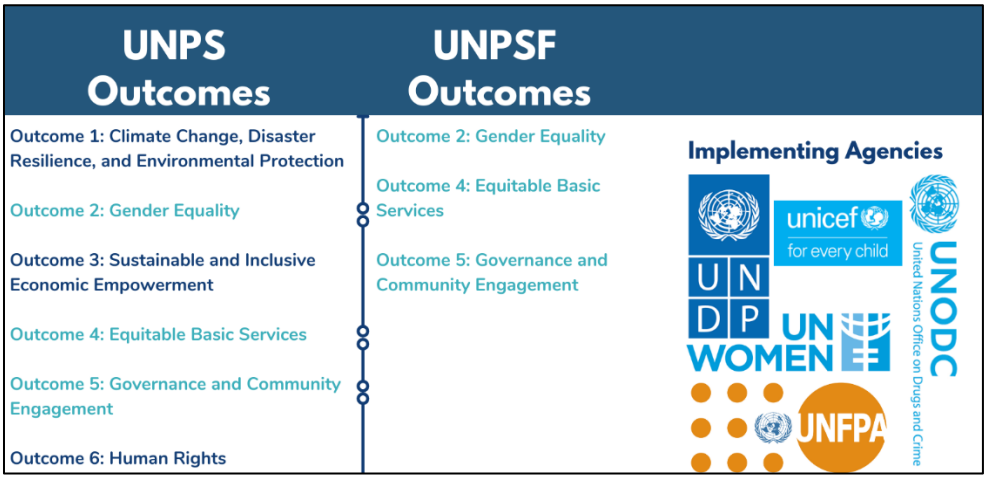
The MTR report begins with an introductory section that provides an overview of the MTR objectives and methodology. The second chapter provides a description of the fund and the context in which it has operated. The third chapter presents the main findings of the report organized according to the questions that drove the MTR process. The fourth chapter summarizes the main conclusions. The fifth chapter identifies key "*lessons learned and best practices*" drawn from the

experience of the fund and the last (fifth) chapter provides a set of recommendations for the consideration of UNPSF stakeholders.

2. CONTEXT

The UN Pacific Strategy Fund (UNPSF) is a partnership of the United Nations in the Pacific and the Government of New Zealand in support of the implementation of three out of six outcomes of the UN Pacific Strategy for the period 2018-22.[3] UNPSF was established on 1 June 2020 for a two-and-half-year period, funded with an initial investment of NZ$ 24.7 million by the Government of New Zealand.[4] The UNPSF has been the first-ever UN "*pooled fund*"[5] established in support of a regional strategy.[6] The figure below shows the six outcome areas under the UNPS and the three outcomes supported by the UNPSF.

Figure 2: UNPS Outcomes



The three outcomes supported by the UNPSF are listed in the box below.

Box 1: UNPSF Outcomes

The following is the formulation of the three UNPSF outcomes:

- ***Outcome 2: Gender Equality*** - By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and rights in social, economic, and political spheres, contribute to and benefit from national development, and live a life free from violence and discrimination.
- ***Outcome 4: Equitable Basic Services*** - By 2022, more people in the Pacific, particularly the most vulnerable, have increased equitable access to and utilization of inclusive, resilient, and quality basic services.

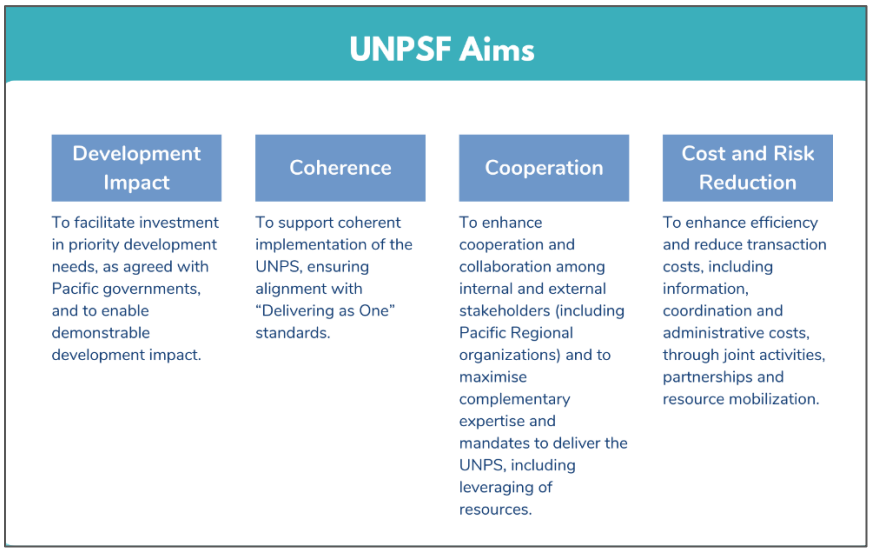
[3] The UNPS 2018-2022 is a five-year strategic framework that outlines the collective response of the UN system to the development priorities in 14 PICTs - namely Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu.
[4] The UNPSF is currently financed entirely by the Government of New Zealand. This funding support is also known as the New Zealand United Nations Pacific Partnership (NZUNPP), or simply the Pacific Partnership.
[5] Inter-agency pooled financing is a mechanism used to receive contributions from multiple financial partners and allocate such resources to multiple implementing entities to support specific national, regional or global development priorities.
[6] UNPSF's 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.

- ***Outcome 5: Governance and Community Engagement*** - By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.

UNPSF Aims

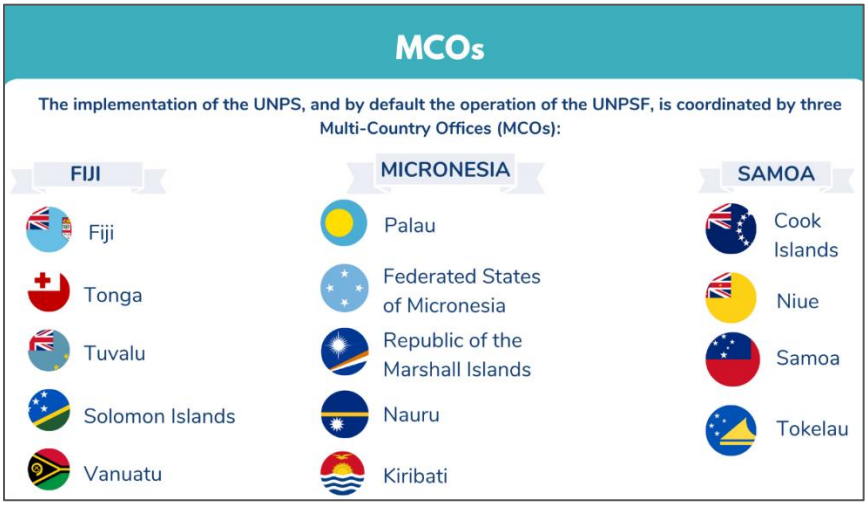
- Development Impact: to facilitate investment in priority development needs, as agreed with Pacific governments, and to enable demonstrable development impact.
- Coherence: to support coherent implementation of the UNPS, ensuring alignment with "Delivering as One" standards.
- Cooperation: to enhance cooperation and collaboration among internal and external stakeholders (including Pacific regional organizations) and to maximise complementary expertise and mandates to deliver the UNPS, including leveraging of resources.
- Cost and Risk Reduction: to enhance efficiency and reduce transaction costs, including information, coordination and administrative costs, through joint activities, partnerships and resource mobilization.

Figure 3: Aims of UNPSF



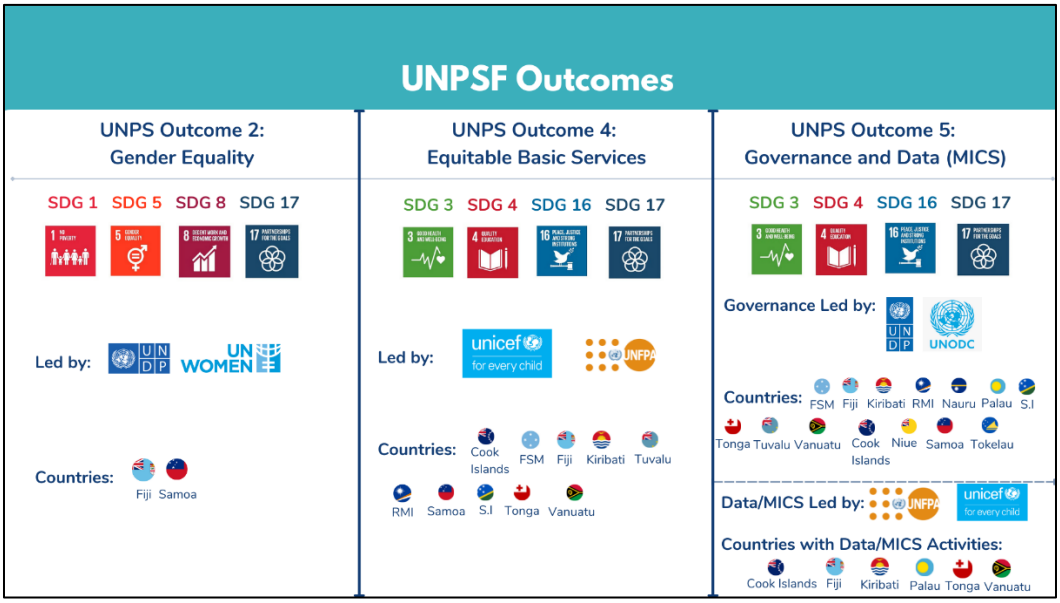
The implementation of the UNPS, and by default the operation of the UNPSF, is coordinated by three Multi-Country Offices (MCOs) – in Fiji (Fiji, Tonga, Tuvalu, Solomon Islands, and Vanuatu), Micronesia (Palau, Federated States of Micronesia, Republic of the Marshall Islands, Nauru, and Kiribati), and Samoa (Cook Islands, Niue, Samoa, and Tokelau). Each MCO is led by a Resident Coordinator.

Figure 4: Countries under each MCO



While the UNPS involves 26 resident and non-resident UN agencies,[7] the UNPSF funds the activities of five agencies – namely, United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and United Nations Office on Drugs and Crime (UNODC).[8] The figure below shows the UNPSF-funded agencies and the outcome areas and SDGs to which they contribute.

Figure 5: UNPSF Outcomes



[7] Twenty-six resident and non-resident UN entities are members of the Pacific Joint UN Country Team and support the implementation of the UNPS.

[8] UNODC was not an original signatory of the agreement that established the fund, but was invited to participate later through its partnership with UNDP in the anti-corruption programme.

3. FINDINGS

This report's findings are organized in the following five sections, corresponding to the sections prescribed in the evaluation Terms of Reference: i) ***Development Impact and Relevance*** (the extent to which UNPSF has been impactful and relevant to PICTs' priorities and needs); ii) ***Coherence*** (whether UNPSF has promoted synergies and interlinkages between its interventions); (iii) ***Effectiveness*** (whether UNPSF has added value to the cooperation framework for the Pacific); iv) ***Cost and Risk Reduction*** (whether the UNPSF has been cost-effective and efficient); and, v) ***Sustainability*** (whether UNPSF is a sustainable instrument delivering sustainable results).

Each of the following sections is organized on the basis of the main research questions that were included in the Terms of Reference for this evaluation. These questions are listed in a box at the beginning of each sub-section.

3.1. Development Impact and Relevance

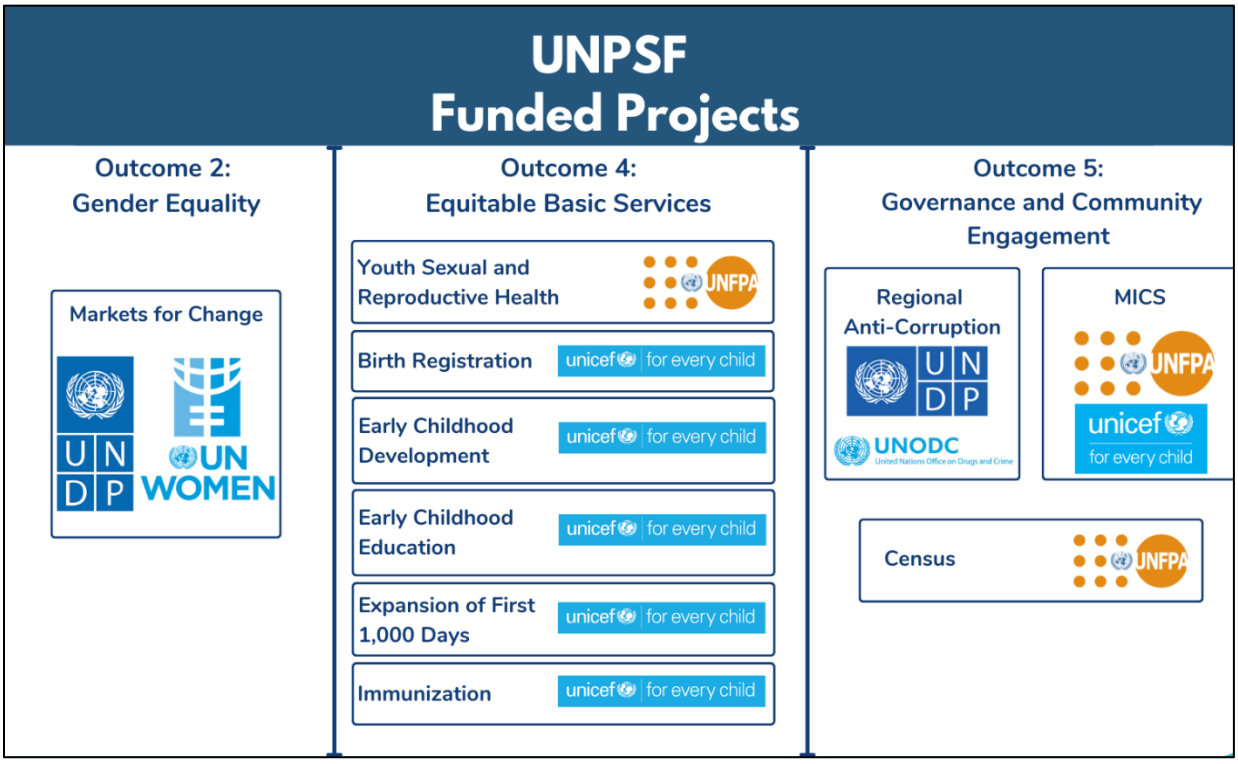
This section addresses the following questions from the MTR Terms of Reference:

- Is there any evidence that joint delivery has accelerated progress toward the achievement of outcomes? How have the agencies worked together to deliver on Outcomes 2, 4, and 5?
- Was the Steering Committee able to monitor the progress of the programmes appropriately? If not, how can governance be strengthened?
- Was the decision to limit participation to five agencies correct? What opportunities have PUNOs subsequently realised they missed because other relevant UN agencies or regional partners were not on board?
- How does the joint programming deliver additional benefits to people in the most vulnerable positions?
- How dynamic and responsive has the UNPSF been to emerging and unforeseen needs?
- How did the UNPSF enable the operationalization of the UN Reform?

3.1.1. Is there any evidence that joint delivery has accelerated progress toward the achievement of outcomes? How have the agencies worked together to deliver on Outcomes 2, 4, and 5?

UN agencies have a broad range of technical expertise and resources present across the Pacific. The UNPSF has enabled the five agencies it has supported to deploy that expertise towards the resolution of intractable development challenges in the region. UNPSF was intentionally designed to leverage the complementarities of the mandates and technical expertise of five agencies. The roles and responsibilities of the agencies were established based on their expertise and resources and taking into consideration their existing networks and time availability. Each agency was assigned specific outputs to avoid duplication of work. The figure below shows the distribution of projects funded by the UNPSF by outcome area.

Figure 6: UNPSF-funded Projects



The table below shows the distribution of UNPSF interventions by outcome area and by country. As can be seen from the table, UNPSF has financed interventions in 10 out of 14 UNPS countries.

Table 1: Geographical Distribution of UNPSF's Support

Pacific Island Countries	Outcome 2 Gender Equality	Outcome 4 Equitable Basic Services	Outcome 5 Governance & Community Engagement
Cook Islands		X	X
FSM		X	Committed (on standby)
Fiji	X	X	X
Kiribati		X	X
Nauru		X	X
Niue			X
Palau			X
RMI		X	X
Samoa	X	X	X
Solomon Islands		X	X
Tokelau			X
Tonga		X	X
Tuvalu		X	X
Vanuatu		X	X

As the UNPSF has been operational for less than two years, it is impossible at this point to assess its contribution at the level of impact in the region. A much larger timeframe is required for that, including some time lag for the effects to play out. This is also obvious in the UNPSF annual reports, which outline primarily outputs and activities, rather than outcome-level achievements. The same approach will be used in this section. It will provide a brief overview of the achievements of the Fund at the level of activities and outputs, relying primarily on information from UNPSF annual reports.

Achievements under Outcome 2

Under outcome area 2, UNPSF has funded the M4C project, an intervention implemented by UN Women and UNDP, with support from the RCOs. This project has leveraged UN Women's comparative advantage on gender equality and UNDP's comparative advantage on inclusive growth. M4C has a longstanding history, starting from June 2014, but UNPSF funded its expansion from the original countries (Fiji, Solomon Islands, and Vanuatu) to include Samoa and the rural maritime market of Vunisea in Kadavu, Fiji. The following are key achievements of the project enabled by the UNPSF funding.

- M4C is currently supporting the infrastructure upgrade works at the existing Vunisea market in Kadavu. The Suva City Council will be undertaking a range of infrastructure improvement and upgrades to strengthen the existing market structure and also enhance the water, sanitation and green waste management at the market.
- Women market vendors have enhanced their income generation capabilities as well as improved access to financial services through capacity building in financial literacy, basic business management principles, sustainable agriculture practices, value addition and marketing.
- Training for women vendors in Vunisea, Kadavu on financial literacy and entrepreneurial skills. 51% of the 129 women farmer vendors trained by the M4C Project, and 48% of their 119 male counterparts, have begun practicing business fundamentals and record-keeping.
- In Kadavu, Fiji, 145 spades, 145 forks, 145 cane knives, 145 trowels and 145 hand shovels were distributed to market vendors, alongside 1,800 copies of information booklets on agricultural techniques.
- The Suva City Council strengthened its efforts in the administration of Vunisea Market through several meetings and consultations, including with the Kadavu Provincial Administrator's Office to discuss governance, operations and market management, with gender responsiveness at the forefront of the discussions.
- Strengthened Market Vendor Associations and supported them to explore other sources of income for vendors (including through arrangements with CSOs) during the lockdowns.
- UN Women worked with UNICEF to ensure the distribution of WASH and PPE supplies across Fiji's markets including 235 rolls of masking tape, 22,000 pairs of gloves, 5,700 antibacterial soaps, 128 knapsack sprays, 148 brooms, 768 gallons of detergent, 13,300 sponges, 135 galvanized buckets, 212 mops and 336 mop heads in Fiji.

- UN Women supported the women market vendors of Vunisea, Kadavu with an alternative economic opportunity at the height of COVID 19 by engaging them to sew reusable face masks which were then distributed to the market vendors who came to the Vunisea market to sell their produce. This support ensured the women market vendors had additional revenue, market vendors were able to access the Vunisea market with personal protective gear, have an opportunity to sell their local produce and provide a consistent supply of fresh local produce to the general public in Vunisea, Kadavu.

Achievements under Outcome 4

Under outcome area 4, UNPSF has funded the work of UNICEF and UNFPA in key areas such as newborn care, immunizations, nutrition, birth registration, early childhood education (ECE), youth health and wellbeing and Comprehensive Sexuality Education (CSE)/ Family Life Education (FLE). The interventions have leveraged UNFPA's expertise in sexual and reproductive health, and UNICEF's mandate to safeguard children's rights. The following are key achievements of the project enabled by the UNPSF funding.

Youth Sexual & Reproductive Health:

- UNFPA strengthened the coordination between the Ministries of Health and Education in FSM and RMI to enhance complementarity and government ownership of CSE/ FLE and youth-friendly Sexual and Reproductive Health and Rights (SRHR) services.
- Regular engagement of government entities, civil society, youth-led organizations, and academia in FSM and RMI has created a more enabling environment for youth SRHR.
- RMI has approved a new National Youth Policy, the development of which involved many stakeholders, including government, development partners, civil society, and academia. The policy has a costed implementation plan.
- In Solomon Islands, the national Adolescent and Youth Friendly Health Services (AYFHS) Guidelines were updated in partnership with the Ministry of Health and Medical Services and other stakeholders to make them disability inclusive, aligned with the international standards, and relevant to the local context.
- Eighty percent secondary and tertiary health care facilities in FSM and 50% in RMI have at least one staff who has been trained in the delivery of Adolescent and Youth Sexual and Reproductive Health (AYSRH)..

Birth Registration:

- In Kiribati, Solomon Islands and Samoa, civil registration and health care workers and other local authorities, including traditional and church leaders, responsible for birth notifications and registration (448 in Samoa; 20 in Kiribati; and 35 in Solomon Islands) increased their knowledge and understanding of the birth registration process and their roles, as a result of trainings and supportive supervision.
- In Kiribati, support was provided for an IT staff to ensure timely civil registration data verification, management, back-up and maintenance, as well as to help establish a new birth

certificate e-system, as part of the move towards digitalisation. The new system introduced unique identifier and security features for birth/marriage/death certificates and enabled swift transmittal of birth information from hospitals and outer islands to the central civil registration office, thus speeding up the process of issuing birth certificates, with further plans for inter-operability with other government information systems.

- In 2021, 754 children in Kiribati were registered during a mobile birth registration campaign conducted in remote areas on three outer islands. The birth registration rate of newborns in Kiribati increased from 57% in 2020 to 80% in 2021.In Samoa, 10,661 unregistered children aged 0-17 years were identified with a view to registering them in 2021. A media campaign in the second half of 2021 was undertaken to increase birth registration rates. The campaign reached an estimated 118,000 people through radio, 79,000 through TV, and 135,000 through SMS. Also, 50 young people (34 girls, 16 boys) were engaged to provide their insights and recommendations on birth registration for the 2nd Asia and Pacific CRVS Decade 2015-2024 Ministerial Conference held in November 2021.
- In Solomon Islands, support to national and provincial stakeholder consultations (in 3 provinces with 93 participants from various government and civil society sectors) on the CRVS legislation review resulted in reform recommendations and the production of the drafting instructions for the new Civil Registration Act in October 2021.
- In Vanuatu, support for one national CRVS coordinator and three provincial civil registration officers facilitated birth registrations and issuance of National Identity Cards, including during the vaccination campaign of the Ministry of Health.
- Also in Vanuatu, support was provided for a CRVS Information System Assessment with recommendations for improvement.

Early Childhood Development:

- ECD and nutrition in the first 1,000 days were recognized as priorities and respective activities were implemented in FSM and Tuvalu, in collaboration with PIFS, on both ECD and ECE.
- To support its oversight and advocacy role, the ***Pacific Regional Council for Early Childhood Development (PRC4ECD)*** launched its Pacific Child website at the 51st Pacific Islands Forum Leaders Meeting (PIFLM) in July 2022, as a critical platform for Pacific countries to exchange information and learnings, and resources to ensure young children in the Blue Pacific continent reach their full potential. At the 51st PIFLM, the Hon. Josaia Voreqe Bainimarama, PM of Fiji, accepted the Council's invitation to serve as a Pacific Champion for Early Childhood Development, a role tasked with leading the advocacy for children, this is particularly critical in the implementation of the 2050 Strategy for the Blue Pacific Continent.
- In FSM, RMI, Fiji, Tuvalu, Vanuatu, Solomon Islands and Kiribati UNICEF supported the governments to improve multi-sectoral coordination for young children.
- In the same countries, the governments have started the ECD Policy planning process with technical guidance from UNICEF.
- Preparatory activities have started on the development of both national and state-level ECD Costed Action Plans, which will bring together services and programmes for young children in areas such as health and nutrition, education, and social protection.
- In Cook Islands, Samoa and Tokelau, discussions on ECD support are ongoing.

- 10-year regional work plan for ECD adopted by the Pacific Regional Council for ECD (PRC4ECD).

Early Childhood Education:

- In Solomon Islands, a diagnostic workshop on ECE was conducted. Strategies for ECE subsector were identified at the workshop and were integrated into the National Education Action Plan (NEAP), which has been finalized and endorsed by the Government.
- In Tonga, ECE subsector analysis and planning workshop were conducted and ECE strategies have been identified and finalized, which are expected to be integrated with education sector planning process.
- Tonga advanced their commitment to expanding access to quality early childhood education (ECE) nationwide by developing locally relevant ECE curricula, core competencies for ECE teachers and in-service teacher training programmes aimed at training teachers on the new ECE curriculum and core competencies. A national "Training of Trainers" session was conducted, with country wide roll out planned for October 2022.
- In Tuvalu, ECE review workshop and analysis have been conducted to support review and finalization of the Tuvalu ECE policy. ECE strategies have been identified which are now being integrated in the national ECE policy which is expected to be finalized by February 2023.
- In Fiji, ECE subsector analysis and planning workshops have been conducted at national and sub-national levels and ECE strategies have been identified for development of national ECE policy as part of Fiji's next education sector plan.

Expansion of First 1,000 Days:

- In Kiribati, 30 supervision visits were conducted to improve the quality of Primary Health Care (PHC) services provided during the first 1,000 days of life. Health workers were trained on high impact nutrition interventions and newborn care. 66% of the PHC service facilities that received two supervision visits were found to have improved.
- In the Solomon Islands, 11 supervision visits were conducted to improve the quality of PHC services provided during the first 1,000 days of life. Healthcare workers were trained in high-impact nutrition interventions and newborn care, and communication and social mobilization plans for newborn care and nutrition were finalized.
- In Vanuatu, 67 supervision visits were conducted to improve the quality PHC services provided during the first 1,000 days of life. This led to an improvement in service quality in 55% of health facilities supervised in Vanuatu. Communication and social mobilization plans for newborn care and nutrition were finalized.
- Health workers in FSM were trained on delivery of health and nutrition services in context of COVID-19 through radio (health care on air)
- Kiribati and Solomon Islands rolled out Multiple Micronutrient Powders (MNP) linked with promotion of nutritious complementary food for children 6-23 months of age, after training of health workers and finalizing respective communication materials. Sub-national health system strengthening and quality care through supportive supervision continued in Kiribati and Solomon Islands.

- High Impact Nutrition Framework was finalized and endorsed by RMI Cabinet for inclusion in business planning and further resource leveraging with donors and stakeholders.

Immunization:

- Fiji received compressor spear parts for repair for a national walk-in cooler (which contributed to availability of vaccine storage capacity) from UNICEF.
- Immunization coverage of children below 1 year of age on Diptheria, Pertussis, and Tetanus 3 increased in RMI from 83 percent in 2020 to 86 percent in 2021.
- In FSM, immunization coverage of children below 1 year on Diphtheria, Pertussis and Tetanus decreased from 83 percent in 2020 to 72 percent in 2021.
- Immunization coverage of children below 1 year of age on Diptheria, Pertussis, and Tetanus 3 has been maintain above 90 percent decreased in Fiji, though Fiji exceeded the global coverage target of 90% coverage.
- Fiji, FSM and RMI did not experience any national level stock-out of the measles vaccine.
- Technical assistance was provided to strengthen COVID-19 vaccine preparedness by establishing national immunization coordinating committees, adapting the COVID-19 Vaccine Introduction Readiness Assessment Tool, preparing three-year budget estimates, and completing rapid cold chain assessments.
- All PICTs were supported for COVID-19 rollout vaccination.
- The capacity of the sub-regional cold room to accommodate the delivery of new vaccines was doubled and cold chain capacity was increased in Kiribati, Nauru, Niue, Tonga, Tuvalu and Vanuatu.
- Communication strategies for routine immunization and introduction of new vaccines and COVID-19 vaccines were developed for Nauru, Tonga, Tuvalu and Vanuatu.
- Rapid formative assessments for new vaccine introductions in Samoa and Vanuatu. Both the cold chain and supply chain were further augmented to facilitate COVID-19 vaccination in PICTs with the provision of cold chain equipment and training of health workers.

Achievements under Outcome 5

Under outcome area 5, UNPSF has funded the work of UNDP and UNODC on anti-corruption and the work of UNFPA and UNICEF on the generation of data. The following are key achievements of the project enabled by UNPSF funding.

Regional Anti-Corruption Program:

- The United Nations Pacific Regional Anti-Corruption (UN-PRAC) project, jointly implemented by UNODC and UNDP, has promoted integrity, the Right to Information, and anti-corruption activities in support of good governance. UN-PRAC has focused on the advancement of the anti-corruption agenda in the Pacific in partnership with national institutions and non-state actors including the private sector, media, civil society and academia, with a specific focus on the active involvement of women and youth.

- In 2021, 18 Pacific Islands Forum Leaders adopted the UN supported Teieniwa Vision as the anti-corruption roadmap for PICs' engagement through PIFS processes. UNPRAC has been supporting the policy process since early 2020.
- FSM and the Solomon Islands were supported to establish an RTI regime, including training webinars with the support of the New Zealand Ombudsman, Office of the Australian Information Commissioner's Freedom of Information Division and Vanuatu's RTI Unit.
- Two extensive reviews of FSM's Freedom of Information (FOI) Bill were conducted in cooperation with experts from the Office of the Australian Information Commissioner's Freedom of Information Division and the New Zealand Ombudsman.
- In Vanuatu, following UN-PRAC's earlier support of the RTI policy and RTI Act 2016, as well as to establishing the RTI Unit, RTI requests for information held by government agencies increased by 85% as of November 2020.
- UN-PRAC forged the engagement of youth throughout the Pacific in promoting integrity, transparency and accountability. 5,122 youth leaders, students and professionals from 12 Pacific countries attended the virtual Pacific Youth Summit, voicing their anti-corruption and integrity message. The Summit was organized in partnership with University of South Pacific Students Association. Young entrepreneurs in Fiji, Samoa, and Palau benefited from activities that promote business integrity, and the Fiji Youth Entrepreneurs' Commitment Statement was adopted in 2021 through Fiji Commerce and Employers Federation.
- Youth were empowered through intensive support for business integrity strengthening which took into account the corruption implications of the COVID-19 pandemic and the role of the private sector in socio-economic recovery.
- A range of knowledge-products were produced to inform the anti-corruption policy dialogue and capacity-building efforts.[9]

Multiple Indicator Cluster Surveys (MICS):

- Fiji MICS 2021 was successfully finalized and launched. The final Survey Findings Report was officially released and published with a user-friendly interactive online dashboard on the survey indicators.
- The Bureau of Statistics (FBoS) received expert assistance for the MICS, including technical support (to understand their role in the data collection process and data needs, as well as for the preparation and implementation of MICS in 2021 in the context of the COVID-19 pandemic), capacity building related to data analysis and utilization, and

[9] These included an Advisory Note: COVID-19 and Corruption in the Pacific; Anti-Corruption Toolkit for Women-Owned Micro, Small and Medium Businesses (Fiji); The COVID-19 Pandemic: Exacerbating the Threat of Corruption to Human Rights and Sustainable Development in Pacific Island Countries; Whistle-blower protections and corruption reporting in Pacific Island Countries, Corruption risks in public procurement in the context of COVID-19 in Pacific island countries; Anti-corruption Toolkit for Palau's Women Entrepreneurs; Palau Chamber of Commerce Business Integrity Companion guide; An anti-corruption toolkit for Samoa women entrepreneurs in local language, being translated; Information note: Gender and Corruption; Upgraded Pacific Youth Anti-Corruption Toolkit.

practical guidance. In addition, the Fiji Ministry of Health and Medical Services collaborated with FBoS to undertake the design and planning phase of MICS in 2020 and implementation in 2021 and finalisation in 2022.

- In Fiji, 106 (66 females and 40 males) FBoS staff received MICS technical support and training on survey design and the collection of data using Computer Assisted Personal Interviewing (CAPI).
- In Fiji 72 stakeholders participated in the MICS Data Interpretation Workshop (12-15 July 2021) reviewed detailed generated survey results and were provided support and guidance on how to understand and interpret the MICS tables and indicators.
- In Vanuatu, MICS advocacy and planning (including survey design, budget development, setting of timelines, and the development of questionnaires) was progressed mainly through virtual meetings involving the local survey team and the MICS team.
- Preparations are underway for MICS data collection scheduled for Q2 of 2023 by Vanuatu National Statistics Office, which was supported with initial steps of planning for MICS in 2020 and 2021. They were introduced to the methodology, the oversight mechanism, the structure required for a participatory process in the country context with UNFPA and UNICEF.
- In Cook Islands, active discussions on MICS are ongoing with the National Statistics Office.

Census:

- Kiribati and Vanuatu were supported by UNFPA throughout the completion of their preparatory activities for the Population and Housing Census. Both Governments prioritized their 2021 PHC despite the additional funding constraints and emerging data demands related to the COVID-19 pandemic.
- Kiribati and Vanuatu both successfully conducted their enumeration phase in December 2020. They used an online real-time Field Work Monitoring System designed for remote quality control of coverage and data collection.
- Vanuatu and Kiribati successfully used CAPI (computer assisted personal interviewing) for the first time, to complete their census enumeration in spite of the COVID-19 Pandemic and its related impact.

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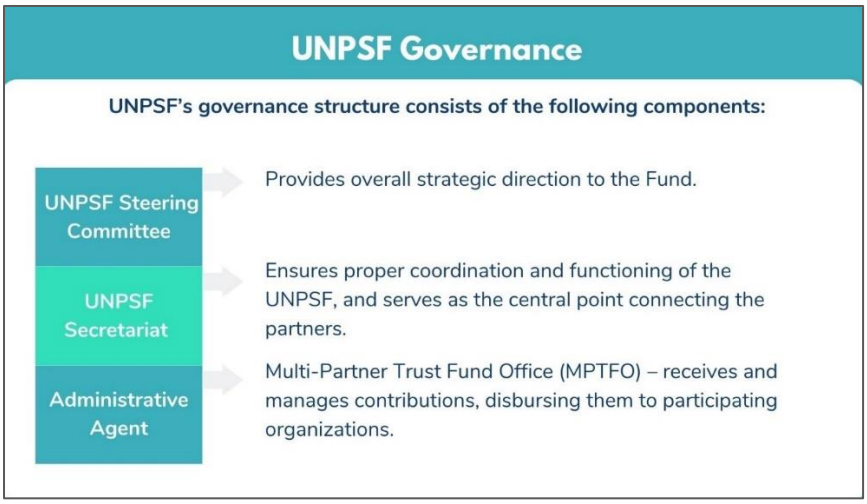
In summary, although much of the attention of Pacific governments was understandably focused on the COVID-19 response, the contributions of the UN system with the support of the UNPSF have been tangible across the region. The UNPSF support for M4C has benefitted women (and men) vendor farmers who received training and infrastructure support. Children, youth, and their caregivers have benefitted from support for Sexual and Reproductive Health and Rights, birth registration and initiatives to improve healthcare in the first 1,000 days of life, immunization, and Early Childhood Development (ECD) and Early Childhood Education (ECE) activities. UN-PRAC has helped national authorities introduce anti-bribery measures and has succeeded in mainstreaming anti-bribery messages across public and private sector activities in PICTs.

Important groundwork was laid through the support of UNPSF for the MICS and the census in several countries in the region.

3.1.2. Was the Steering Committee able to monitor the progress of the programmes appropriately? If not, how can governance be strengthened?

The UNPSF is underpinned by a governance and organizational structure that is summarized in the figure below. This structure is quite common to "*pooled funds*"[10] established by the UN and consists of three main bodies – the Steering Committee, the Secretariat and the Administrative Agent. Their roles and responsibilities are described in the figure. This governance structure is outlined in the Fund's Operations Manual, a document that lays out in detail its operating principles, guidelines, and procedures.

Figure 7: UNPSF Governance



While on paper the Fund's governance structure and operational modalities are outlined with clarity and cover all essential operational aspects, in practice roles and responsibilities have not always been effectively allocated, creating some uncertainty amongst the agencies about the functions that key UNPSF staff have played. The following part of this section provides a brief analysis of the key UNPSF governance structures and a discussion of the main challenges identified by the MTR participants.

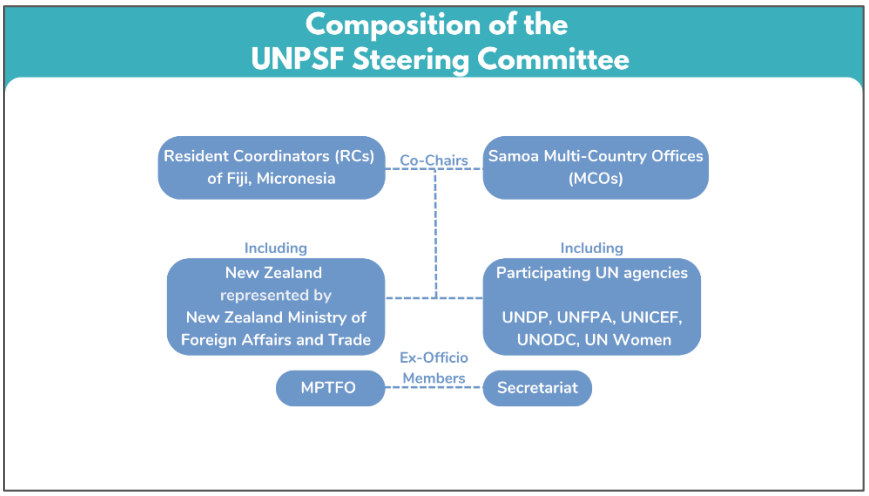
Steering Committee

The Steering Committee's role is essential as it exercises oversight and provides the Fund with strategic direction. The Steering Committee's composition, shown in the figure below, is inclusive

[10] In general, interagency pooled funds constitute one of the key streams of UN non-core funds to participating UN organizations.

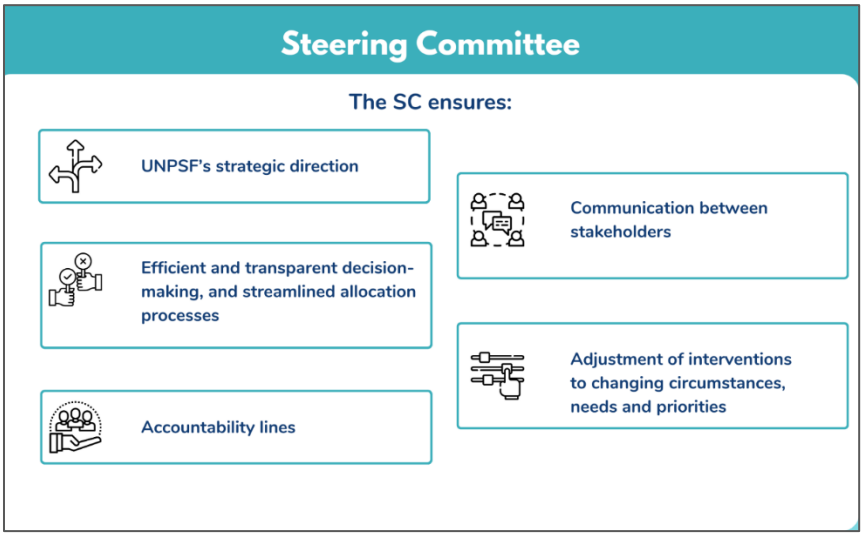
and representative of the interests of the involved parties. One observation made by some MTR participants is that there is no representation of national stakeholders in it. UNCT representatives maintain the position that the participation of national stakeholders is ensured through the UNPS structures where a range of national counterparts are involved actively. According to this view, the engagement of national partners in UNPSF structures just adds an unnecessary layer of bureaucracy – the UNPS interface is sufficient for their full engagement with UNPSF affairs.

Figure 8: UNPSF Steering Committee Composition



The Steering Committee has overseen Fund operations and has provided it with strategic direction. The figure below shows the committee's main functions laid out in the Operations Manual.

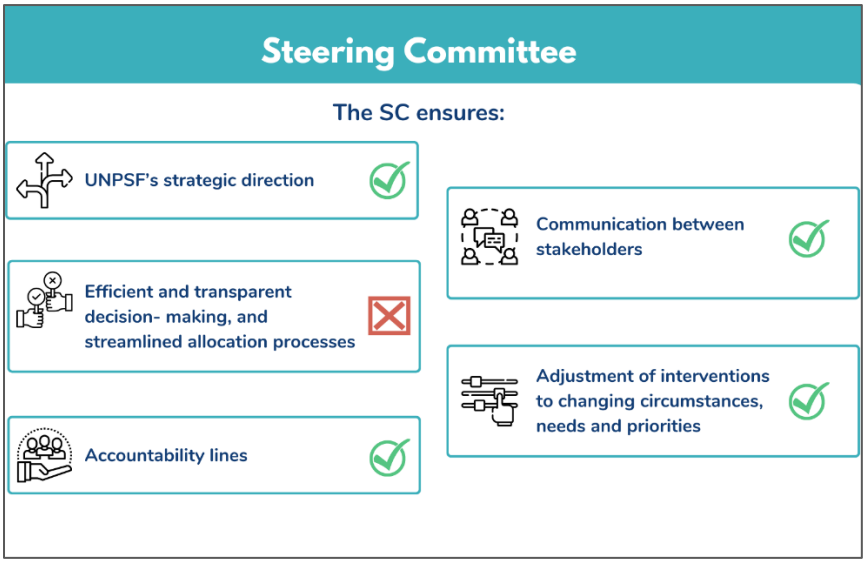
Figure 9: Functions of UNPSF's Steering Committee



Since the inception of the Fund, the Steering Committee has met five times: June 2020, November 2020 March 2021, November 2021 and May 2022. Judging from the minutes of the meetings, the committee has engaged in meaningful discussions of relevant issues and has made critical

decisions on necessary adjustments, especially in light of the COVID-19 crisis.[11] The Steering Committee has for the most part exercised all the above-listed functions – it has indeed provided the Fund with strategic direction, it has served as a forum of discussion and communication among the RCOs, UN agencies and New Zealand, it has ensured the Fund's accountability vis-à-vis taxpayers in New Zealand and beneficiaries in the relevant PICTs, and it has played a role in the discussions and decisions related to required adjustments in light of the COVID-19 crisis. The only exception to the list of functions that the Steering Committee has not exercised (as shown in the figure below) is the "*allocation*" function. As will be discussed further in this report, the decision on funding allocations was made at the inception of the Fund by New Zealand, with limited input by the agencies and the RCOs. While such an approach is understandable, in light of the fact that the Fund started operations half-way into the implementation of the UNPS (September 2020) and targeted ongoing projects, in the upcoming phase there is an opportunity for adjusting the selection method. One option is to make it more competitive, based on a set of criteria on which the Steering Committee could make its funding decisions. The selection approach is discussed in more detail further in this report.

Figure 10: Functions Exercised by the Steering Committee



Based on meeting notes, the Steering Committee could monitor challenges and delays in implementation more vigorously and discuss potential mitigation measures early. The lack of a vigorous discussion on practical implementation issues is perhaps indicative of the weakness of the overall UNPS M&E system discussed in more detail in the UNPS evaluation report.

[11] Most meeting notes include a very relevant section on "Key Decisions and Action Points".

UNPSF Secretariat

The Secretariat has provided the Fund with technical, operational, and administrative support. While on paper the Secretariat consists of a plethora of positions,[12] in practice it includes only one dedicated full-time coordinator, who has been hired only recently after a protracted recruitment process.[13] Additional support is provided by staff from RCOs in the areas of Data Management and M&E, Communications and Advocacy, and Partnerships and Financing. There is also a formal position of "Head of Secretariat" filled by an RCO staff. However, all these supportive positions are not filled with staff dedicated to the Fund, but are provided on an "*in-kind*" basis (to use the term that is usually utilized by the UNCT for these positions).

Based on the feedback of MTR stakeholders, the Secretariat appears to have been the weak link in the Fund's governance structure.

- Firstly, there appears to be some degree of uncertainty among agency staff about the role and functions of the Secretariat. Some MTR stakeholders were not sure about the composition of the Secretariat and the distribution of roles and responsibilities among its staff members. It was not even possible for the purpose of this review to establish the exact number of full-time equivalent positions involved in the Secretariat. Going forward, UNPSF stakeholders will need to clarify staff roles and responsibilities related to the Fund.
- Secondly, the supportive positions staffed "*in kind*" by RCO members are important. But the way these staff members engage with the affairs of the Fund needs to be rationalized. Potential duplications will be avoided if it is clear which staff member from which RCO is responsible for providing what type of support to the UNPSF. Maybe support responsibilities could be assigned periodically on a rotating basis to each RCO or divided by functional area.
- Thirdly and more importantly, the essential position of UNPSF Coordinator, located in the Fiji RCO, has presented a challenge for the Fund, as it was only recently filled after a protracted recruitment process delayed by a long discussion of its modalities between the UN system and New Zealand. There was broad agreement among MTR stakeholders that had this position been filled earlier, the coordination of the various UNPSF components and partners would have been much stronger. MTR interviewees noted that the presence of the coordinator has made a significant difference in the operation and coordination of the Fund. This was also evident in the conduct of this review, which benefitted immensely from the support of the UNPSF coordinator.

Resident Coordinator Offices

The coordination of UNPSF affairs within the UN system is the shared responsibility of the three RCOs. The three RCs sit in the Fund's Steering Committee and provide high-level coordination

[12] The Secretariat's designated positions include Data Management Officers, Results and Reporting Officers, Partnership and Development Finance Specialists, and Communications and Advocacy Officers.
[13] It should be noted here that there was a coordinator prior to the current one.

on strategic matters. Each RCO coordinates the operation of the Fund in their jurisdiction with the respective agencies under the UNPS framework. On matters of coordination, the Fiji RCO shares an extra burden, as it hosts the UNPSF Secretariat and provides staff time to the Secretariat. In coordination with agency staff, the three RCOs conduct joint field visits to monitor the implementation of UNPSF activities and assist with communications that present these activities as "*UN activities*".

Some agency staff interviewed for this MTR noted that the division of labour among RCOs is not always clear in their eyes. They raised the need for greater clarity about the roles of the three RCOs vis-à-vis the Fund. While they understand that the primary responsibility for the coordination of the UNPSF rests with the Fiji RCO where the Secretariat is located, they think that there is ambiguity about the exact role of the other two RCOs. The RCOs themselves are clear about their division of labour and their respective roles, which are also laid out with clarity in the Operations Manual. This suggests that there is a need for more effective communications with the agencies – especially at the technical level (with staff members who do not participate in the UNPSF governance structures). The RCOs need to ensure that these ambiguities are resolved in the upcoming phase of the UNPS and UNPSF.

Multi-Partner Trust Fund Office (MPTFO) Administrative Agent

The main function of the Administrative Agent is to receive funds from donors and provide them to participating organizations, based on the fund arrangements. As such, MPTFO[14] is responsible for maintaining the Fund's account, receipt of donor contributions, and disbursement of funds to the agencies upon instructions from the Steering Committee. MPTFO is also responsible for the preparation of periodic consolidated financial reports. Overall, the role of the MPFTO is seen positively by all stakeholders.

UN Agencies

The agencies are responsible for the implementation of activities funded by the UNPSF. They assume full programmatic and financial accountability for the funds transferred to them by MPTFO, in accordance with the Fund's regulations, rules, policies and procedures, including fiduciary standards. The five relevant agencies sit in the Steering Committee and share decision making powers with the RCs and New Zealand.

* * *

In summary, this section's main takeaways are the following:

- The UNPSF has a clear organizational structure, well-documented in an operations manual detailing roles and responsibilities for key stakeholders.

[14] Most UN pooled funds are administered by the UN MPTF Office, which is hosted by UNDP.

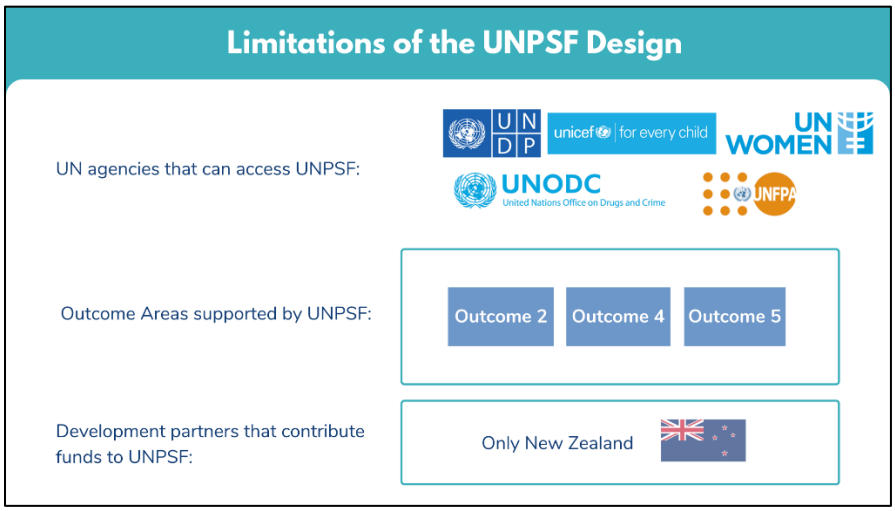
- The Steering Committee has brought together senior staff from the agencies, RCOs and New Zealand in a forum that has provided opportunities for the discussion of key matters and decision-making related to the Fund.
- As the projects funded by the UNPSF were ongoing upon the Fund's establishment, the Steering Committee was not involved in the selection of funding proposals. This approach could be adjusted in the next iteration of the Fund. The introduction of a more competitive process would grant the Steering Committee a key role in the selection of projects.
- The Steering Committee could monitor more closely the implementation of projects, inviting regular updates by the projects' technical units on matters such as financial reporting, use of resources, implementation progress, impact of activities and other relevant factors that might have affected or delayed the implementation of the projects.
- The Secretariat has provided the Fund with technical, operational, and administrative support, especially the Fund coordinator, but it is necessary to clarify the roles and responsibilities of its staff members.
- The RCOs have played an important role in the coordination of UNPSF-related matters within the UNCT. However, the division of labour among them is not always clear. Overall, there is a need for greater clarity about the three RCOs' roles vis-à-vis the Fund.

3.1.3. Was the decision to limit participation to five agencies correct? What opportunities have PUNOs subsequently realised they missed because other relevant UN agencies or regional partners were not on board?

UNPSF is not a fully-fledged "*multi-donor*" trust fund, like most pooled funds established by the UN or other development partners across the globe. UNPSF is characterized by three key limitations, which are listed below and also shown in the following figure.

- ***UN agencies that can access it*** – UNDP, UNICEF, UNODC, UN Women and UNFPA.
- ***Outcome areas it supports*** - outcome areas 2, 4 and 5.
- ***Development partners that contribute funds to the pool*** – only New Zealand.

Figure 11: Limitations of the UNPSF Design



As can be seen from the figure above, UNPSF's contours do not correspond with those of the UNPS - the Fund was designed as a subset of the UNPS limited to three outcome areas. It is available to only five UN agencies. And, it channels the contributions of only one donor, and even those contributions are not channeled exclusively through the UNPSF – New Zealand allocates additional resources bilaterally to the UN agencies in the Pacific, including the agencies that benefit from UNPSF funding.

There are two main reasons for these limitations. Firstly, UNPSF was established as an experimental or pilot fund at the initiative of the UNCT and New Zealand in the spirit of the UN reform agenda (more on this later in this report). The Fund is a first not only for the Pacific region, but also a first globally by virtue of it being a regional, rather than country-based, fund. As such, the fund is still in the "*demonstrative*" phase, with the partners, especially New Zealand, watching it closely before further decisions are made.

Secondly, the Fund was launched only halfway through the UNPS, which did not allow for a full synchronization of the two mechanisms. In fact, UNPSF was originally envisaged to be a five-year fund and with a fully-fledged budget that would incentivize the UN agencies to co-create and co-deliver programmes. But given the late start half way through the UNPS cycle, a decision was made to focus funding on ongoing projects and limit the scope of the Fund to only four of the largest UN agencies with a curtailed budget from what was originally envisaged.[15] The selection of ongoing projects for UNPSF funding determined the outcome areas under which these projects were nested. In other words, it was the selection of specific projects that drove the identification of outcome areas, rather than the other way around.

The limitation of access to the Fund to only five agencies, as well as the other limitations listed above, have been dictated by the circumstances in which the UNPSF started and its experimental

[15] UNODC was initially not part of the UNPSF arrangement, but joined the fund at the invitation of UNDP due to its expertise in anti-corruption – the main theme of the "regional anti-corruption" project.

nature. Therefore, UNPSF's current design features seem well justified. If UNCT and New Zealand will agree to a second phase, there is an opportunity to expand the Fund's scope to include additional outcome areas or even the whole of the Pacific Cooperation framework. The scope of the Fund's coverage will depend on two factors – (i) the size of the envelope of available resources; and, (ii) whether the UN and New Zealand will agree to introduce a competitive process for the selection of the funded projects. While the former is a political decision shaped by the economic and political realities of the donor country, the latter is a programmatic decision that can be made on the basis of an inclusive deliberation in the Fund's Steering Committee.

Most MTR participants, especially agency representatives, indicated their preference for a two-track approach – continued UNPSF funding for well-established and high-visibility projects like those of the current cycle, combined with a competitive selection process for new promising projects based on pre-determined criteria. The competitive track presents two advantages. Firstly, it can be used to incentivize the agencies to work more closely together in the form of joint programming (in other words, co-designing and co-delivering). Thus, agencies will have an additional incentive to forge partnerships with each other and bid jointly for funding from the UNPSF. Secondly, the Fund's Steering Committee could craft selection criteria that enable the prioritization of desirable features for the selection of projects – e.g., "*innovative nature*", mainstreaming of gender or environmental concerns, promotion of human rights, etc.

* * *

In summary, the key takeaways of this section may be summarized as follows:

- The decision to limit participation to five agencies, as well as the other limitations of the UNPSF, was dictated by the conditions in which the Fund was established. Given the experimental nature of the Fund, it has been a judicious decision.
- Going forward, UNPSF partners have an opportunity to expand the scope of the Fund to include additional UN agencies, donors and outcome areas. The right time for when this should be done and the speed of the process should be determined by the Steering Committee members in a process of deliberation.

3.1.4. How does the joint programming deliver additional benefits to people in the most vulnerable positions?

Several key features of the UNPSF design have ensured its focus on people and communities in the most vulnerable positions. The parties have extended this focus to the implementation phase. The following are key facts that illustrate UNPSF's focus on vulnerable groups and individuals.

- Firstly, as a funding instrument of the UNPS, UNPSF has addressed the region's most pressing needs in the areas of equitable basic services, gender equality and governance.

Such prioritization was predicated on the fact that UNPS was informed by PICTs' national priorities based on a comprehensive assessment of the situation. Although the UNPS is broad-based and specifically not reflective of national priorities in each PICT, given the latter's specific context, when it comes to vulnerabilities the situation in the Pacific is more uniform and this is well documented in the various assessments conducted by the UNCT. Therefore, as far as people in the most vulnerable positions are concerned, the connection between national and regional priorities and the UNPSF is ensured by the participatory and inclusive nature of the UNPS.

- Secondly, all the projects funded by the UNPSF in the current funding cycle have targeted vulnerable groups and have been underpinned by human rights concerns. For example, M4C has focused on the empowerment of women vendors and has also addressed the impacts of the COVID-19 pandemic. Furthermore, as Vunisea is the only market in Kadavu, the assistance has reached rural farmers and vendors throughout the province. Under outcome 4, UNPSF has prioritized social inclusion through improved access to sexual and reproductive health services, birth registration, immunization, and early childhood development.[16] Under outcome 5, UNPSF has prioritized the countries' statistical capabilities with a focus on data related to vulnerable groups, such as low-income families and marginalized communities. The only exception, perhaps, has been the anti-corruption project which has had a broader scope and has not targeted any particular marginalized or vulnerable group. Also, the work on the COVID-19 response focused on the impact of the pandemic on people in vulnerable positions and ensuring that they do not get left behind.

* * *

In summary, UNPSF-funded activities have brought together the specialized contributions of the agencies in the outcome areas targeted by the Fund. Particularly relevant for "*joint contributions*" to people in most vulnerable positions has been the collaboration of UNDP and UN Women on the empowerment of women and the collaboration of UNICEF and UNFPA on the generation of statistics with a focus on vulnerable groups. Furthermore, gender, human rights and equity considerations have been adequately captured in the fund's reporting. However, as pointed out throughout this report, "*joint delivery*" has been limited in this first phase of the UNPSF for the simple reason that only three of the nine projects were delivered by more than one agency.

In the upcoming phase, UNPSF partners could:

- Use the Fund to incentivize greater "*joint programming*" by UN agencies based on their comparative advantages.

[16] These are all topics that were identified by the UN Development System and UNESCAP as the appropriate focus for Issue- Based Coalitions in the Asia-Pacific Region.

- Embed gender, equity and human rights concerns as part of the Fund's overarching strategy and perhaps even as part of the criteria for the selection of fundable proposals.

3.1.5. How dynamic and responsive has the UNPSF been to emerging and unforeseen needs?

The flexibility and dynamism of the UNPSF were tested by the onset of the COVID-19 crisis in early 2020. The two years of UNPSF implementation were marked not only by the pandemic, but also several other unforeseen events that have had a significant impact on the Fund's activities.

- ***COVID-19*** – The pandemic restrictions and lockdowns[17] created programmatic and operational challenges for all UNPSF outcomes – those on gender, equitable basic services, and governance.[18] Access to essential services in partner countries was hampered by the pandemic. For instance, the delivery of essential services during the first 1,000 days of life, including immunizations, was hindered by the reassignment of health personnel to the COVID-19 response. The pandemic negatively impacted UNPSF activities in support of service delivery and promotion of health and proper newborn care and nutrition in FSM, Kiribati, Vanuatu, and Solomon Islands. Since the onset of the pandemic, there has been a downward trend in immunization coverage, reports of increasingly poor diets, and significant supply chain disruptions for vaccines, PPE, and biomedical equipment. 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 the survey activities was delayed by at least six months. The pandemic also resulted in temporary restrictions on working hours for non-essential civil servants, contributing to a decrease in birth registration coverage of newborns in some countries.

- ***Disasters*** – Disasters, especially cyclones, have been another source of challenges for the UNPSF initiatives. Tropical cyclones Harold (01/04/20-11/04/20) and Yasa (11/12/20-24/12/20) disrupted M4C activities, as the market location of Vunisea (inKadavu, Fiji) and the market building itself were both impacted by the storms. There were challenges in travelling to Kadavu (Fiji) after the disaster, as well as delays in securing government approval (as the government was focused on providing support to the Northern Division of Fiji, which was more severely impacted). Tropical cyclone Ana (26/01/21-05/02/21) also

[17] Apart from Fiji, no programme countries had active outbreaks (community transmission) until early 2022, but still were heavily impacted by prevention measures, closed borders, and absence of decision makers (stuck overseas). With most countries now having outbreaks (since first half of 2022), the pandemic has had a new kind of effect with renewed restrictions.
[18] An impact associated with the pandemic is the regression in SDG indicators globally.

impacted the implementation of MICS activities in Fiji. It caused a delay in the commencement of training and increased costs resulting from adjustments required to the sampling areas and related field personnel. In Fiji, the fieldwork/data collection for the MICS coincided with tropical cyclone season and resulted in increased costs due to transport challenges and changes in the travel plans of the data collection teams. The volcanic eruption in Tonga in January 2022 also added to the challenges facing the UNCT in the region.

- ***Political Instability*** – Another source of instability in the region was the political unrest in Solomon Islands in November 2021. The unrest shifted government priorities and attention towards short-term mitigation measures, affecting the implementation of regular programming.

In the face of these challenges, the UNCT was presented with a choice - delay programme implementation or change the type of assistance and delivery mode. Most MTR interviewees, especially those from national governments, thought that the flexibility and coherence embedded in the UNPSF enabled the UN and its partners to adapt the respective initiatives quickly to the changed circumstances and deliver on planned activities. The following are some key examples.

- UNCT resorted to switching key events to virtual or hybrid formats. A good example of this is the hybrid Pacific Youth Summit which was organized in the hybrid format (in-person/virtual). Remote support was offered to Vanuatu and Kiribati to continue with their census activities. However, the delivery of that 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.
- The COVID-19 pandemic accelerated the use of new technologies for data collection which were more cost-effective than previous methods. The pandemic has been a driver in the use of technology for remote capacity building and monitoring of activities. As an example, the MICS programme developed MICS Plus, a High Frequency Phone Survey (with interviews conducted over the phone), which was implemented in Samoa and Fiji. Further, The regional approach to the roll-out of Computer Assisted Personal Interview (CAPI), and remote field work monitoring system based on the regional Core Population and Housing Census questionnaire allowed continuation of data collection during COVID, maintain accuracy and transfer of knowledge to countries and adaptation to each countries' specific questionnaire.
- 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.

* * *

In summary, the COVID-19 pandemic and weather disasters have presented serious challenges to the implementation of UNPSF initiatives. UNCT has reacted quite flexibly to these challenges, instituting adaptations grounded on ICT solutions that have allowed for events and activities to be organized and monitored remotely. The pandemic has actually become a driver for the shift in the use of technology for remote communications and quality control. An important feature of the UNPSF that has enabled the UN agencies to programme flexibly is the fact that UNPSF targets are set at outcome level, and not on activity-level. Hence, the agencies have been flexible to programme and adapt, taking into consideration rapidly changing circumstances. This has allowed the agencies to focus on results for children and vulnerable groups, instead of specific activities to get there. This is particularly important since this fund was conceptualized to support the UNPS implementation, which has a medium-term timeframe, so changes in context have to be anticipated. This important feature of UNPSF is something that needs to be maintained in a possible iteration of the fund.

3.1.6. How did the UNPSF enable the operationalization of UN Reforms?

The establishment of the UNPSF was not a haphazard event, but the result of several factors intrinsically connected to the unfolding reform process of the United Nations Development System (UNDS).[19] Launched through a resolution of the United Nations General Assembly (September 2017),[20] the UNDS reform agenda lays out a set of reforms to mobilize the UN's knowledge resources and streamline the way it delivers as "*One UN*". The main components of the UN Development System reform agenda are summarized in the figure below.

Figure 12:UN Development System Reform Agenda



[19] More information on this process can be found here.
[20] UN Resolution 72/279 on UN Development System Reform.

Furthermore, the United Nations General Assembly has endorsed the 2019 UNDS Funding Compact,[21] which represents an explicit recognition by both Member States and the UN of the importance of pooled funds, including the specific targets to be achieved.[22] Member States have committed to doubling their share of contributions to pooled funds by 2023, and to channeling 10% of non-core resources through this joint financing instrument. Additionally, the United Nations Development Group (UNDG) has committed to promoting the establishment of multi-donor trust funds and has issued guidance and standards for its members.

How does the UNPSF stack up against this broader context of UN reform? Has it contributed to the specific components of the UNDS reform agenda? The figure below shows that the UNPSF is for the most part aligned with all the components of the UNDS reform agenda and has supported the reform process.

Figure 13: UNPSF's Contribution to the UNDS Reform Agenda



The following is a brief analysis of how the UNPSF has contributed to each of the components of the UNDS reform agenda listed in the figure above.

- Firstly, UNPSF has incentivized the agencies to work together on the joint programmes it has funded under the UNPS umbrella. Although only three out of nine projects can be characterized as "*joint programmes*", the Fund has nevertheless contributed to bringing together the relevant

[21] In 2019, the UN Funding Compact was decided on by UN Member States as a means to provide financial support for the alignment of the UN development system with the 2030 Agenda for Sustainable Development. Moving towards a "whole of UN" approach, the proposed Compact contains a set of commitments with indicators for Member States and UNSDG entities. Furthermore, the Compact encourages countries to commit more to core UN resources as opposed to ear-marked funding for more effective implementation of the SDGs.

[22] In his 2019 annual report on quadrennial comprehensive policy review (QCPR) implementation, the UN Secretary-General underscored 'the need to enhance "core like" resources, such as contributions to inter-agency pooled funds', as inter-agency pooled funds 'help strengthen coordination and collaboration across entities of the United Nations development system'.

agencies in implementing these projects. All UNPSF-funded activities have contributed to UNPS outcomes, thus full use has been made of the Pacific development cooperation framework (UNPS). By encouraging UN agencies to work collaboratively, the Fund has increased the likelihood that UNPS outcomes will be realized and that the results will be holistic and sustainable.

- Secondly, UNPSF has promoted the leadership role of the RCs and reinforced the "*Delivering as One*" approach by strengthening the RCs' responsibilities in the Fund's Steering Committee. The RC's key decision-making role, alongside agency heads and New Zealand, in the running of the Fund operations gives them clout in the system. Furthermore, the Fund has brought together the five agencies – UNDP, UNFPA, UNICEF, UNODC, and UN Women – through the various structures and meetings related to the fund, contributing thus to closer coordination among these agencies under the leadership of the three RCs.

- Thirdly, there is some evidence of shared business services among the agencies under the UNPSF. For example, as UNODC does not have a physical presence in the countries of the Samoa MCO, UNDP handled all the necessary arrangements for engagement with the relevant stakeholders. UNDP agreements were used to implement the work with a split of 50:50 on the resources for the Women Entrepreneurs and Business Integrity for Youth work in Samoa. As per the partnership between UNDP and UNODC, the agencies jointly delivered the workshops and shared the technical advisory work. However, this area remains undeveloped and requires further attention from the stakeholders.

- Fourthly, with the UNPS being a regional strategy, the UNPSF has provided momentum for the implementation of the regional strategy, and thus has directly contributed to the "*UNDS reform*" requirement that use be made of regional strategies.

- Fifthly, on the issue of transparency, accountability and evaluations, UNPSF has contributed to improving the transparency and accountability of a section of the UNPS through its reporting and communications requirements. Joint field visits by the RCOs and agencies to monitor program implementation have helped both the public and governments understand that UN agencies do not operate alone and are parts of a whole. Communications that present agencies' activities as "*UN activities*" implemented by a particular agency increase public understanding of the work of the UN system.

- Sixthly, the UNPSF is a direct embodiment of the principle of "*use of partnerships, funding and a strategic approach to the 2030 development agenda*".

Although the UNPSF is fully aligned with the UNDS reform agenda and has contributed to its principles, there is still a long way to go before it becomes a fully-effective tool of the "*Delivering as One*" model. There are a number of factors still at play that will need to be gradually addressed by both the UN, New Zealand and the region's other development partners.

- First of all, the UN agencies have traditionally operated on the basis of their own specific mandate. Agencies have their own management systems for programme implementation and financial accountability based on their own regulations, rules, policies and procedures established by each agency globally and at the country level.[23] As such, some agency staff still harbour some degree of scepticism, mixed with resistance, to the idea of a "*pooled fund*". This points to the need for greater awareness and acceptance among agency staff of the idea of "*pooled resources*".

- Secondly, UNPSF was not developed in tandem with the UNPS. It came into existence later in the process[24] and as such it was not fully integrated with the UNPS right from the beginning. UNPSF took over the funding of existing projects, without influencing in a profound way the agencies' strategic decisions around joint programming and implementation. The UNPSF-funded projects had already established structures in place, some of which were not necessarily conducive to joint implementation, as they were not designed with that purpose in mind. For example, MTR participants pointed out the example of the Markets for Change project under UNPS's outcome 2 area for which UN Women had already established a management structure, consisting of a project board at the regional level, a project management committee at the country level, and a project working group at the operational level. In this situation, the agencies had to retrofit their project implementation structures to adjust them to the UNPSF requirements. The fresh start of the upcoming UNPS and UNPSF cycles provides partners with an opportunity to target the issue of joint structures more effectively in the upcoming cycle.

- Thirdly, the Fund could also target more vigorously "*joint programmes*", as one of the instruments of the UNDS reform agenda by means of which agencies work together under the coordination of the RCO institution. The UN system in the Pacific has made a lot of progress in the last programme cycle in the development of joint programmes. The UNPS final evaluation counted about 80 such projects/programmes in 2021, from a total of 15 in 2020. For the UNPSF, "joint delivery" does not seem to have been a crucial priority – of the nine projects financed by the Fund, only three have been implemented by more than one agency – *Markets for Change, MICS* and *Regional Anti-corruption* – whereas the other six have been projects implemented by individual agencies. As noted above, the UNPSF built on the existing UNPS process, financing ongoing projects, and thus there was no real opportunity for the UNPSF to shape joint programming through the provision of financial incentives. In the upcoming phase of the UNPSF, there is an opportunity to strengthen the incentives in place for "*joint programming*".

It should also be stressed that the UNPSF investment represents an affirmation and strong commitment by the Government of New Zealand to the UN reform vision in the Pacific, in line

[23] While each participating organization manages the funds according to its own regulations, rules and processes, any variation from the standard arrangements must be reviewed and approved by the UNDG Fiduciary Management Oversight Group.
[24] While the UNPS started in 2018, the UNPSF came into existence in June- September 2020.

with the Funding Compact principles. Through its support for the UNPSF, the Government of New Zealand has recognized the capacity, reach, and role of UN agencies and affirmed the idea that the UN will be an even better development partner when its component agencies work together seamlessly in Multi-Country Office and Regional Teams. Going forward, the UNCT and the Government of New Zealand will have to take this work to the next level by continuing to work towards the establishment of a fully-fledged UNPSF – for all the challenges that this process presents.

* * *

In summary, the UNPSF has been one of the key instruments of the operationalization of UN reforms in the Pacific. By establishing it, both the UNCT and New Zealand have demonstrated full commitment to the principles of the Funding Compact and the UNDS reform agenda. In the upcoming phase of the Fund, greater focus on actual "*joint programming*" will further the progress made by the Pacific region on the UN reform front.

3.2. Coherence

This section addresses the following questions from the MTR Terms of Reference.

- To what extent has the UNPSF fostered coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?
- What has been the progress working with regional and subregional entities and non-UN partners?

3.2.1. To what extent has the UNPSF fostered coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?

Given the regional nature of most UNPSF activities, the number of partnerships, synergies, and interlinkages that the Fund has promoted with government institutions, development partners, regional organizations, and civil society is extensive. The broad engagement of these stakeholders is reviewed in the first section under the "*Findings*" chapter of this report.

- UNPSF can itself be regarded as an important partnership of the UN with New Zealand and an innovative instrument for financing the activities of the UN system in the Pacific.
- Another important contribution of the UNPSF is that it has incentivized the five UN agencies to work even more closely together on the three outcomes on the basis of their comparative advantages. For example, in the M4C project, UNDP capitalized on its networks with financial service providers, whereas UN Women capitalized on its technical knowledge and experience to improve working conditions for women, build gender responsive governance mechanisms in the markets, and develop women as leaders.
- In some cases, UNPSF activities fostered partnerships with other UN agencies that were not funded by the UNPSF. For example, the M4C project benefited from the contributions of UNICEF and FAO, in addition to the UNPSF-funded UNDP and UN Women.[25] Activities under outcome 4 on Comprehensive Sexuality Education (CSE) for young people benefited from the Spotlight Initiative, a regional UN programme funded by the European Union.
- Furthermore, the activities funded by the UNPSF and implemented by the UN agencies, have brought together a range of stakeholders from government institutions – the main ones are listed in the figure below.
- UNPSF activities have also fostered partnerships with civil society organizations. For example, the M4C project has worked closely with the Foundation for Rural Integrated

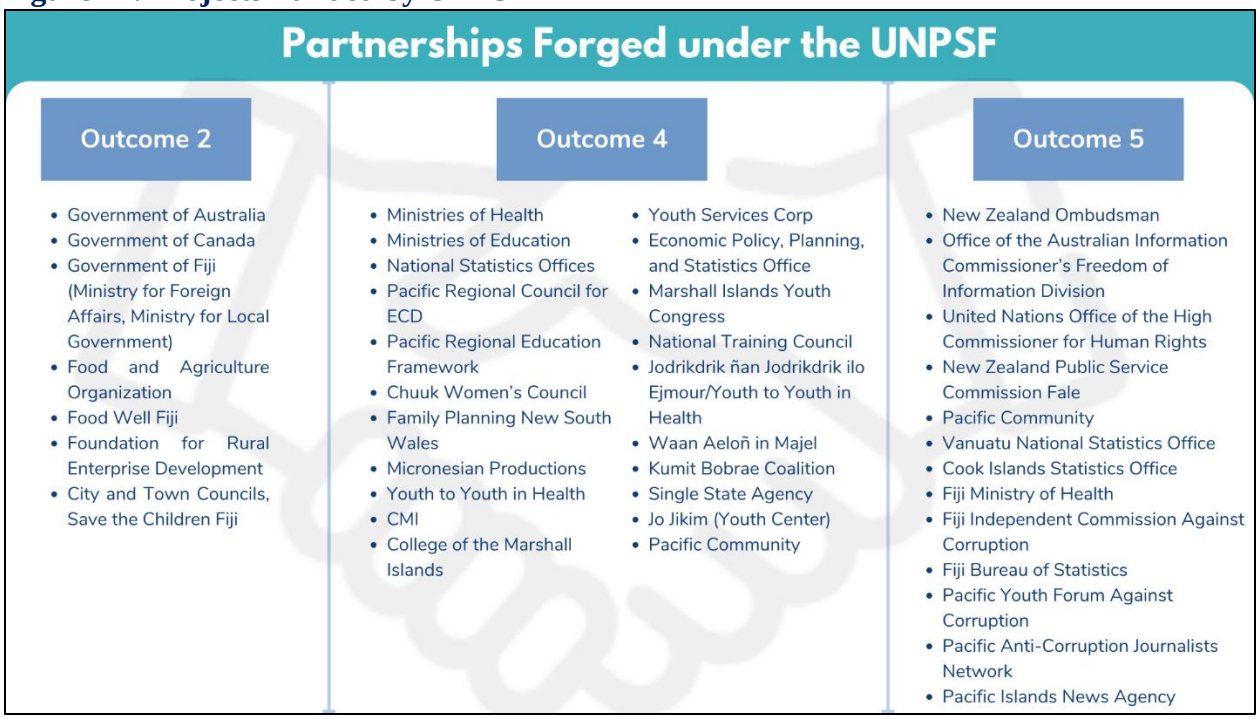
[25] For example, UNICEF donated WASH supplies to project participants (women vendors), enabling them to maintain hygiene standards that attracted customers and prevented the spread of COVID-19.

Enterprises & Development in Fiji. Under outcome 4, the organization Family Planning New South Wales (FPNSW) provided technical support to ensure alignment to global standards and contextualization to the Pacific. In FSM, the Micronesian Productions and Chuuk Women's Council engaged in youth-centred initiatives. In RMI, the youth-led organization Youth to Youth in Health reached out to communities with key CSE/ FLE messages and worked in close partnership with the Health Department. Under outcome 5, the UN engaged with the Pacific Islands News Association (PINA), providing journalists with grants to produce investigative reports focused on anti-corruption. The new partnership developed with the University of the South Pacific Students' Association (USPSA) resulted in a highly-successful and impactful Pacific Youth Summit.

- UNPSF-funded projects have attracted other development partners, creating synergies of resources. For example, the M4C project combined UNPSF resources with resources from the Government of Australia and the Government of Canada.
- The Fund has complemented and supported the work of regional cooperation organizations, especially members of the Council of Regional Organizations in the Pacific (CROP). This work at the regional level has helped further foster regional cooperation. For example, UNICEF's work on early childhood education under UNPSF has set some building blocks for partnerships between UNICEF, UNESCO and SPC on early childhood education, life skills and learning outcomes under the Pacific Regional Education Framework.
- Engagement with private sector companies has been limited. One example is the partnership with the private company Food Well Fiji under the M4C project.

The figure below lists the multiple stakeholders engaged by the UN system through the activities funded by the UNPSF in the three respective outcome areas.

Figure 14: Projects Funded by UNPSF



Despite UNPSF's positive effect on the promotion of synergies and partnerships, MTR participants identified further potential in the following areas:

- Some MTR interviewees also noted that there is also potential for greater synergies at the implementation stage between UNPSF-funded activities and the interventions implemented by other major development partners such as the World Bank, EU and ADB.
- One MTR interviewee brought up the need for greater complementarity of the UNPSF with other multi-partner funds operational in the region, such as the SDG Fund, the Peacebuilding Fund, the COVID-19 Fund, and others. Although the UNPS mechanisms ensure a clear distribution of labour and flow of information between these funds, in practice there is no evidence that information and lessons from other similar funds are shared and discussed at the Pacific level.
- The engagement of the private sector has been limited in UNPSF-funded activities – with few expectations mentioned earlier in this section and in the first section of the findings chapter. As noted in the UNPS evaluation report, 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. UNPSF partners could leverage the Fund more effectively to improve engagement of the private sector in the framework of the UNPS, especially by seeking to tap private sector financial resources.

* * *

In summary, the UNPSF has helped the UN system foster a range of partnerships with government and non-government entities. However, going forward, UNPSF partners should explore options for strengthening the engagement of the private sector in UNPSF-funded activities where those could add value. They should also aim for greater synergies with the initiatives of development partners, especially development banks, and other multi-partner funds. Also, it might be useful to conduct a mapping of the funding landscape in the Pacific at the initial stage of a potential upcoming phase of the UNPSF.

3.2.2. What has been the progress working with regional and subregional entities and non-UN partners?

UNPSF's contributions to regional and sub-regional entities, and consequently regional cooperation, are dependent to a large degree on the quality of the engagement and collaboration of UNPS structures with regional bodies. This aspect of the UN's work in the Pacific has been discussed in more detail in the UNPS evaluation report. The largest regional structures with which the Pacific UNCT has engaged in the context of both the UNPSF and UNPS are the Pacific Island Forum (PIF) and the Council of Regional Organisations in the Pacific (CROP) – both structures are described in the box below. More recently, UNCT has made further progress in strengthening this cooperation, culminating with the July 2022 meeting of the Pacific UNCT with the heads of CROP member organizations to discuss collaboration arrangements under the new UN cooperation framework for the region.

Box 2: Pacific's Main Regional Cooperation Bodies

- 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 '2050 Strategy of the Blue Pacific' was endorsed at the 51st Pacific Island Forum (PIF) in July 2022. The strategy focuses on seven key thematic areas: political leadership and regionalism, people-centered development, peace and security, resources and economic development, climate change and disasters, ocean and environment, and finally, technology and connectivity. The strategy rests on five strategic pathways: partnership and cooperation; resilience and wellbeing; education; research and technology; inclusions; and equity and governance. There are significant commonalities between the strategy's themes and approach and the UNPS/UNPSF.

- 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 work funded by the UNPSF has been not only relevant to the activities of regional organizations, but has also engaged regional organizations quite actively. The following are some key examples.

- One key project that has actively engaged with regional organizations has been the ***regional anticorruption project*** (so called *UN-PRAC project*) under outcome 5. The Pacific Islands Forum Secretariat (PIFS), as the Pacific's policy and coordination body mandated to implement the Teieniwa Vision, has been an important partner of the UN in its anti-corruption work. One of UN-PRAC's most crucial contributions has been the support for the adoption of the ***Teieniwa Vision***[26] – the region's collective pledge to combat corruption – by all 18 Pacific Islands Forum (PIF) Leaders at the February 2021 Forum. Under that vision, UN-PRAC has delivered anti-corruption knowledge and tools to public sector institutions, the private sector, media, civil society, and academia, with specific focus on youth and women. In partnership with the Australian Public Service Commission (APSC) and the Public Service Fale[27] of the New Zealand Public Service Commission, the UN-PRAC project brokered regional partnerships and facilitated the exchange of knowledge on public service excellence. UN-PRAC also engaged the Pacific Anti-Corruption Journalists Network (PACJN) and Pacific Islands News Agency (PINA) to deliver training for media organizations on topics such as public reporting and parliamentary reports, whistle-blower protection, and anti-money laundering. Further, UN-PRAC engaged the Pacific Islands Law Officers Network (PILON) on the topic of whistleblowing in the Pacific. The project also facilitated the exchange of knowledge between the Fiji Independent Commission against Corruption (FICAC) and the Solomon Islands Independent Commission against Corruption (SIICAC). UN-PRAC also facilitated the exchange of experience between Palau women entrepreneurs and women members of the Samoa Chamber of Commerce and Industry (SCCI), who subsequently prepared a customized Women Entrepreneurs' Handbook and established their own Women Entrepreneurs group.

- Also, the data collection work (the MICS and census projects) under outcome 5 has had a substantive engagement of regional and sub-regional organizations. In collaboration with the Pacific Community (formerly the South Pacific Commission - SPC), the UN has established a regional approach to data collection that has created synergies and economies of scale, while upholding international standards and the use of state-of-the-art

[26] PIF Leaders declaration can be found here.
[27] The Public Service Fale [Fale] was established in January 2020 with funding from the New Zealand Aid Programme as part of New Zealand's Pacific Reset. The Fale serves and facilitates the Pacific Public Service Commissioners to achieve their goals and strengthen public services for their citizens.

methodologies and technologies. For example, in 2021 the UN and the Pacific Community supported the conduct of the Multiple Indicator Cluster Survey (MICS)[28] in Fiji and supported the Population and Housing Census (PHC) in several PICTs.

- Under outcome 4, the UNPSF financed youth-related activities that have a regional nature. For example, the UN collaborated with the University of the South Pacific on the organization of the Pacific Youth Summit in December 2021. The summit brought together around 5,000 young women and men leaders, students and professionals from across the Pacific region in a dialogue on creating a truly youth-owned whole-of-Pacific integrity movement that can promote peaceful, equal and just societies.

For all the positive examples listed above, UNPSF's success in fostering regional cooperation depends to a large extent on the cooperation structures established by the UNCT under the UNPS framework for engagement with regional organizations. The recent UNPS evaluation found that UN's collaboration with Pacific regional bodies is work in progress. The UN has lacked a system-wide strategic approach to engaging with regional cooperation bodies and processes (and in particular the CROP agencies). In the upcoming cooperation framework, the UNCT needs to come up with a well-thought-out strategy for engagement with regional structures and processes, which also includes the activities funded by the UNPSF.

* * *

In summary, UNPSF-funded activities have in general promoted UN's engagement with regional cooperation organizations and processes. Any concerns that some individual representatives of regional bodies might have had at the inception of the UNPSF that it might detract funding from regional organizations have not been confirmed. UNPSF funding has been channeled towards ongoing and well-established initiatives that have promoted regional cooperation. For the next phase, UNCT needs to develop a well-thought-out strategy for engagement with regional structures and processes under the UNPS, which should also include the activities funded by the UNPSF.

[28] The MICS project has provided support to the Fiji Bureau of Statistics (FBoS) and other government entities as part of the Global MICS Programme.

3.3. Effectiveness

This section addresses the following questions from the MTR Terms of Reference.

- What value has been added by the fact that the UNPSF is a multi-partner trust fund?
- What changes might make this a more attractive fund to additional partners (including regional agencies) and donors?

3.3.1. What value has been added by the fact that the UNPSF is a multi-partner trust fund?

Since its start in June 2020, the UNPSF has generated many lessons for the parties involved – which is exactly what a pilot is supposed to do. UNCT and New Zealand have learned a lot from this experience - including the lessons drawn through this MTR – and should be using these lessons to further improve the performance and results of the Fund.

On the fundamental question of the Fund's value, there are four key criteria against which this value may be assessed to ascertain that the Fund is at least as effective and efficient as alternative funding modalities. These criteria are as follows.

1. Does the Fund slow down activities?
2. Does the Fund add costs?
3. Does the Fund dilute the donor's and UN's visibility?
4. Does the Fund enable the achievement of better, or at least the same, results?

The following is a brief response to each of the four questions listed above. The responses to these questions, however, are spread throughout this report as they constitute fundamental issues at the heart of this review.

- On the issue of delays, while there have been delays in setting up and launching the Fund, once up and running there are no fundamental reasons for why the Fund would be slower in the disbursement of allocations to the agencies. In fact, the MPTFO in New York has a reputation for effective management and delivery of resources. Beyond the delays related to the establishment of the Fund and the recruitment of the coordinator position, no concerns have been raised about the process through which resources are disbursed.

- On the issue of costs and efficiencies, for New Zealand the Fund represents a superior solution because it enables the donor to avoid a situation in which it manages multiple small contracts with implementing UN agencies. This advantage of the Fund is discussed further in section 3.4.1 of this report. For the UN agencies there are some upfront costs, as they have to adjust their planning, implementation and reporting procedures. But once those adjustments have been made and the operating procedures have been adjusted, there is no reason why the transaction costs they incur would be any higher than in the case of a bilateral relationship. Another advantage for the agencies is that they interact with the

donor on the basis of a standardized procedure across thematic areas and don't have to deal with different MFAT departments in an idiosyncratic fashion.

- On the issue of visibility, in principle the Fund does not detract from the visibility both New Zealand and the UN get from the activities funded through the Fund. The UNCT lacks a strong communications strategy and mechanism for the UNPS which has limited the visibility of the donor. This is something that needs to be fixed and which does not inherently make the UNPSF an inferior instrument of visibility and transparency. For New Zealand, it is easier to show results in a package of coherent interventions financed through an integrated platform, than tallying the sum of small bilateral interventions across the vast Pacific. The same argument applies to the UN. The results of the small projects of the UN agencies across the 14 PICTs are harder to profile compared to the UNPS package that combines all those results in a more coherent and comprehensible mosaic.

- On the issue of results, there is no reason why the agencies would produce less of them for the same amount of funding. While a cost-benefit analysis is outside the scope of this review, and is actually too early to even consider given that the Fund has been operational for only two and a half years, a number of factors point to the advantages of the Fund versus the standard bilateral arrangement. First, joint programming and integrated interventions on the basis of the agencies' comparative advantages involve cost efficiencies, which leads to more results for less resources. Second, improved collaboration and coordination among agencies reduce overlaps, redirecting resources to more effective use.

* * *

In summary, despite the challenges associated with the establishment of the Fund and the UNPS infrastructure in general, the case of a "*pooled fund*" in the context of a vast region with many small nations is clear. In principle, the Fund does not entail unnecessary delays, does not introduce additional costs, does not dilute UN's and donor's visibility and does not detract from the results that may be achieved with a set amount of money. However, for the benefits of the UNPSF to materialize, it is important that the Fund and the underlying UNPS infrastructure are operating effectively.

3.3.2. What changes might make this a more attractive fund to additional partners (including regional agencies) and donors?

The establishment of UNPSF as a sound multi-partner fund for the Pacific is still work in progress. As the previous sections of this review have noted, several challenges remain on the road ahead. A range of corrective measures will need to be taken to make the Fund more attractive to partners and donors. This section focuses on four key measures prioritized by MTR participants: (i) linking the UNPSF more closely to the UNPS joint structures; (ii) making it more country-focused; (iii) strengthening the M&E system; (iv) improving communications and donor visibility; and, (v) establishing clear criteria for the selection of projects.

Linking UNPSF more effectively to UNPS Joint Structures

The UNPSF does not exist in isolation, but was developed to support the implementation of the UNPS. As such, UNPSF should be seen as an extension of the UNPS, whose coherence and utility are largely dependent on the effectiveness of UNPS structures. Weaknesses of UNPS structures directly impinge on the functioning and perceived value of the UNPSF. The UNPS's evaluation completed in April 2022 outlined a range of UNPS shortcomings that need to be addressed and provided an extensive list of recommendations for the attention of UNPS stakeholders. Most of those shortcomings and recommendations are relevant to the UNPSF and will hopefully be addressed by the UNCT in due course to the benefit of both processes. Improvements of the UNPS/UNPSF infrastructure will increase the value and attractiveness of the UNPSF in the eyes of other partners, especially smaller development partners who are looking for a platform that can help them channel their contributions in a more cost-effective way to such a large number of constituencies across a vast region.

In addition to improving the UNPS infrastructure, it is also necessary to strengthen the integration of UNPSF structures into the broader UNPS infrastructure. This integration should result in a seamless framework that enables full coordination between the UNPSF and UNPS. The strengthening of the UNPS structures should proceed hand in hand with revamping and reinvigoration of the UNPS, in line with the findings of the UNPS final evaluation. The following are some examples.

- First and foremost, the UNPSF framework should be integrated into the UN's Common Budgetary Framework (CBF). The UNPS evaluation found that a functioning CBF that underpins activities at the regional level is lacking. While strengthening the CBF in the upcoming programme cycle, the UNCT should also seek to integrate the UNPSF into the broader budgetary framework, so that UNPSF resources are fully aligned with the bigger picture.
- The two steering committees (of the UNPS and UNPSF respectively) could be coordinated more closely, a move that would bring senior representatives from the respective Pacific governments sitting in the UNPS Joint Steering Committee closer to the UNPSF.

- While the UNPSF Steering Committee is a high-level decision-making structure, it will benefit from more structured coordination with the UNPS technical groups, such as the outcome groups or thematic groups. The latter could provide UNPSF Steering Committee with technical input in a more systematic and organized fashion.

A range of additional innovative solutions could be identified by the UNPS and UNPSF stakeholders in terms of how to bring these two structures closer together.

Making UNPSF more Country-focused

Another step in strengthening the UNPSF would be to strengthen its engagement with the joint structures at the country level and make it more country-focused, so that its benefits at the country level are perceived as more tangible. The strengthening of tailored country-specific support could be the defining feature of the UNPSF in the upcoming phase. As shown by the evaluation of the UNPS, a major concern of participating countries is the need for greater focus of the UNPS on the country level. Being a broad-based regional framework, the UNPS does not provide sufficient detail that fits the diverse realities of the 14 PICTs that fall under the scope of the cooperation framework. Therefore, the countries rightly want to see greater relevance of the cooperation framework to their national priorities.

To address the country focus expectations of partner government, the UNCT has established three country-level structures in support of the UNPS:

- ***Joint Country Action Plans (JCAPs)***, which "*translate*" the UNPS to country priorities on an annual basis.
- ***Country Presence Offices (CPOs)***, a network of country-based UN offices serving as "one stop shops" for host governments in their communications with the UN system as a whole.
- ***Joint Steering Committees (JSCs)***, serving as platforms for national counterparts and the UN to discuss and provide strategic direction and oversight to the implementation of the UNPS in the respective countries.[29]

As noted in the UNPS evaluation report, the establishment of these country-based structures is a significant positive step. This extensive infrastructure represents a great opportunity for UNPSF initiatives to take advantage of in order to be closer to country needs and priorities. But for the UNPSF to fully capitalize on these structures, they must be first consolidated and fully operationalized. The UNPS evaluation has presented the UNCT with a range of recommendations to that effect. Once fully and effectively operational at the country-level, these structures will facilitate the engagement of UNPSF-funded initiatives with national counterparts in the respective

[29] The Pacific UNCT started to establish Joint Steering Committees in 2020. Furthermore, the Samoa RCO has established a sub-regional JSC dedicated to the coordination of joint UN programmes. 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.

countries. In practice, this would mean embedding UNPSF-initiatives more effectively into JCAPs, harmonizing UNPSF's results framework with the JCAPs, establishing regular check-in meetings between Secretariat staff and CPOs, providing CPO staff with training on UNPSF-related matters.

Strengthening UNPSF's M&E System

One weakness of the current UNPSF design identified by several of the interviewees for this MTR has been the M&E system that underpins the Fund. The lack of baselines and a strong results framework has actually been one of the reasons for the delayed launch of the Fund. The donor requires a robust M&E system that provides clarity and transparency for the results achieved by UNPSF contributions in the region.

The UNPSF M&E framework, however, does not exist in isolation from the UNPS M&E system – it is actually an integral part of it. For monitoring and evaluation functions, UNPSF is largely dependent on the structures put in place for the UNPS. The recent evaluation of the UNPS pointed out several serious challenges with the M&E system and produced a set of recommendations for the attention of the UNCT. These challenges include: (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. Furthermore, UNPSF indicators are not perfectly aligned with UNPS indicators, which leads to additional monitoring and reporting efforts being necessary.

UNPSF will benefit from the implementation of the recommendations of the UNPS evaluation targeted at the strengthening of the M&E system. Certain steps have already been taken by the UNCT in this area – e.g., discussions are taking place on the strengthening of the DMEG group, improvement of data collection and aggregation, operationalization of the UN-INFO system, production of joint annual reports, etc. The UNPSF Steering Committee should institute stricter standards and requirements for the M&E framework of the UNPSF initiatives. The results framework underpinning the UNPSF should be strengthened and fully integrated with the UNPS framework in the upcoming cycle. Also, the data tracking mechanism used by the Secretariat will have to be integrated with the UN-INFO framework being operationalized by the UNCT under the UNPS. Fully addressing the existing monitoring challenges in this area will strengthen the ability of Fund staff to track UNPSF activities and report on results in a meaningful way.

As for financial monitoring aspects of the UNPSF, the MPTFO maintains real-time information on anticipated contributions, received contributions, allocated resources, and funds disbursed to agencies. Financial information is made available to the Steering Committee for each meeting to provide a financial overview of the Fund, to indicate total funds raised and pledged, total funds disbursed, total funds allocated, and the total funds yet to be allocated. This information could be packaged more effectively for the public-facing portion of the UPSF reporting.

Improve Communications and Donor Visibility

The UNPSF is designed to be guided by the principles of partnership, mutual accountability, collaboration, complementarity, transparency, openness to learning and mutual respect. All these principles require a strong communication platform that allows the UNCT to communicate effectively on the UNPSF with its stakeholders in the region and outside. An effective communications platform for UNPSF has been lacking and this shortcoming is recognized by many UNCT members interviewed for this review. The UNPS communications strategy that was developed prior to the establishment of the partnership with New Zealand has run its course and needs to be revamped in light of new developments in the regional context and within the UNCT. Ideally, the new UNPS communications strategy should incorporate a communications plan dedicated to the UNPSF.

UNPSF requires a professional communications plan that identifies key messages and key communication channels. An integral part of the communications plan should be the promotion of the concept of "*pooled funds*", especially if the partners decide that attracting additional donors will be a desirable objective. The communication plan should leverage agencies' channels and systems, as well as human resources. There is also room for strengthening UNPSF annual reports, which highlight the activities and achievements of the Fund. These reports need to be synchronized more efficiently with the UNPS annual report – or even phased out if the parties consider that the UNPS reports are sufficient for information and accountability purposes.

MTR interviews with national partners benefitting from the UNPSF indicated that they have limited awareness about the Fund and role of New Zealand in the provision of financing. They primarily see the implementing agencies at the interface of their interaction with the UN system. There is clearly a need for improving the visibility of New Zealand in the operations of the Fund, especially vis-à-vis its national counterparts. UNCT should institute specific requirements and protocols for ensuring this visibility both at the implementation stage and in the reporting arrangements.

Establish Clear Criteria for the Selection of Projects

One fundamental question is – What kind of activities is the second iteration of the Fund going to finance and how are those activities going to be selected? As has been already noted, in the current cycle New Zealand selected ongoing flagship projects from the three respective outcome areas. The selection process was not based on any strict criteria and neither did it involve any substantive discussions in the Steering Committee.

Several MTR participants suggested that going forward there is an opportunity for strengthening the selection process by establishing a set of criteria and a procedure for how the selection process should take place. While the establishment of the selection process is at the discretion of the UNPSF partners, this MTR provides some suggestions based on the feedback of participants.

- ***Thematic Areas*** – Depending on the amount of resources available in the Fund, the parties should identify the thematic areas that could be appropriately financed from the UNPSF. The identification of thematic areas should take into account not only the preferences of the donor (New Zealand), but also the opportunities for greater impact within the UNPS financing landscape. The identification process will require a mapping of donor interests across the UNPS which will reveal available spaces for UNPSF interventions. Certainly, care should be taken to also create a historical record of support for long-standing initiatives that have proven their worth and that require continued support.

- ***Mainstreaming Considerations*** – Mainstreaming considerations will need to be integrated into the selection process. The identification of mainstreaming themes is at the discretion of the parties, but they can include gender equality and empowerment of women and girls, environmental sustainability, resilience to disasters, human rights, etc. The parties will need to identify criteria that will ensure the mainstreaming of select themes into the funded activities.

- ***Geographical Distribution*** – UNPSF partners also face the issue of the distribution of resources across the 14 UNPS PICTs. This distribution could be done in a transparent way to ensure a fair distribution based on needs. This is best achieved through the use of criteria, rather than arbitrarily. As has been noted, in the second phase of the Fund there is definitely a need for greater focus on the country level. This is also a demand that the national partners are making. Greater country focus means giving greater consideration to country needs in the selection process and linking the Fund architecture more effectively to UNPS structures at the national level (as discussed above).

- ***Joint Programming*** – Another criterion that could be used for the selection of projects is the extent to which a particular project involves joint implementation by the agencies. The partners could determine a proportion of resources that would go towards joint programming, with the rest financing programmes by individual agencies. Such a criterion would be a powerful incentive for the agencies to create partnerships and engage in joint programming.

- ***Other Criteria*** – The parties can identify additional criteria for the selection of projects. They can include factors such as innovative aspects of the project, capacity building effects, learning opportunities, etc. What will matter is that these criteria are well-defined and that they are agreed by all stakeholders – possibly in a Joint Steering Committee meeting, but they could ideally be endorsed also by the participating PICTs given their interest in the geographical distribution of resources.

- ***Selection Process*** – In addition to the identification of selection criteria, the parties will also have to establish a clear process for the selection of projects. There are many options

for how this process could be established, but what matters the most is that it is transparent and well-understood by all relevant parties. One key feature of the process is whether a competition will be used for the selection of funded initiatives. Most "pooled funds" operate on the basis of competition, with agencies submitting proposals in response to "calls for proposals" that clearly outline the call's requirements and selection criteria. Based on common practice, proposals could be presented in two steps, firstly a short abstract for the Steering Committee to assess if the proposal is of strategic interest and meets the UNPSF criteria, and secondly a full proposal for the committee's consideration if the preliminary criteria are met. It would, however, be paramount to ensure that this process does not take away the current flexibility of the fund as operating at outcome rather than activity level.

- ***Capacity Needs*** – Managing the selection process also involves technical capacities, especially within the RCOs. A selection process that is not properly designed and executed and that does not deliver transparency might backfire and alienate the agencies. Therefore, any selection process must be established gradually and be accompanied with the requisite development of capacities within the RCOs and UNPSF Secretariat.

* * *

In summary, the attractiveness of UNPSF in the eyes of other partners and donors will depend on two factors – (i) how well the UNPSF structures and processes are managed; and, even more importantly, (ii) how well the UNPS process is managed. UNPSF should be integrated seamlessly into the UNPS structures, especially as the latter are revamped and reinvigorated in line with the findings of the recent UNPS final evaluation. Other measures that will make the UNPSF more attractive are the linking of UNPSF more closely to the UNPS joint structures, making it more country-focused, improving communications and donor visibility, strengthening its M&E system, and establishing clear criteria for the selection of projects.

3.4. Cost and Risk Reduction

This section addresses the following questions from the MTR Terms of Reference.

- Has the way the UNPSF was established introduced additional transaction costs and inefficiencies? How might these be reduced?

3.4.1. Has the way the UNPSF was established introduced additional transaction costs and inefficiencies? How might these be reduced?

This section's discussion on UNPSF's costs and risk reduction centers on two key issues highlighted by MTR participants – (i) operationalization and implementation delays; and, (ii) transaction costs.

Operationalization and Implementation Delays

UNPSF has experienced some delays both in the start-up phase and the later operational stages. Firstly, the conceptualization of the Fund took a long time and the launching only occurred half way through the UNPS. This delay had a significant impact on the design features of the Fund. Secondly, the UNPSF was announced in June 2020, but operations started in earnest only in September of 2020 with the transfer of the first tranche of funding. Another major delay occurred with the recruitment of the UNPSF Coordinator – crucial position for the Fund.

A number of factors have been at the root of these delays.

- First and foremost, as has been noted previously in this report, being the first ever "*pooled fund*" in the region, but also the first ever "*regional fund*" for the UN globally, the establishment of the Fund obviously entailed uncertainties among stakeholders that needed to be discussed and resolved. For example, there were questions around the proposed management structure of the UNPSF that needed to be ironed out. Another challenge was the need to establish clear processes and clarify the roles and responsibilities of the various partners. These challenges mirror the challenges of implementing the "*One UN*" approach, causing delays in the operationalization of the fund.

- The COVID-19 pandemic posed an unparalleled challenge to the operationalization of the Fund and the implementation of the programme. Several meetings, including those of the Steering Committee, has to be postponed and recast in a different format. Also, as a result of the pandemic, the recruitment of the essential position of UNPSF Coordinator, located in the Fiji RCO, took much longer than anticipated. According to most MTR participants, this delay had a negative effect on the operations of the Fund because this position is crucial for coordination of activities and stakeholders. Examples of challenges and delays experienced by UNPSF activities as a result of COVID-19 are provided in section 3.1.5 of this report.

- Further, developing the right level of understanding and consensus among the RCOs, UN agencies and New Zealand took time. Also, completing and obtaining the necessary documentation from the five UN agencies and the Multi-Partner Trust Fund Office in New York was a lengthy process. In addition, given that the projects supported by the UNPSF were ongoing ones, the agencies had to retrofit their project implementation structures to adjust them to the UNPSF requirements. The agencies were required to prepare the right project documentation, which included project documents, budgets and workplans.

All these challenges now have been resolved. The first phase of the Fund has provided the parties with key lessons, including through the conduct of this review, which has provided a lot more clarity about the workings of the Fund and the roles and responsibilities of the parties. The COVID-19 crisis has subsided and the countries are resuming normal operational modalities. As noted in previous sections of this report, the flexibility of the UNPSF enabled the agencies to adapt well to the restrictions and limitations resulting from the pandemic. Given the experience acquired through the first phase and the institutional infrastructure that is already in place, the parties should be able to kick-start the second phase relatively quickly and efficiently.

Transaction Costs

From the perspective of New Zealand, UNPSF does lower transaction costs significantly because the donor does not have to manage multiple small contracts with each UN agency individually, navigating a range of bureaucratic processes and procedures and entering into a plethora of bilateral agreements. UNPSF has enabled New Zealand to outsource a significant part of the administrative burden of managing its development assistance for the Pacific, while maintaining control over its strategic direction.

The UNPSF does introduce a layer of coordination and intermediation for the UN agencies. Through the required adjustment process, it has initially increased transaction costs compared to core or direct non-core resources. However, the Fund has mitigated this risk by operating as a passthrough mechanism that enabled participating organizations to handle implementation according to their own operating procedures. Some agency representatives also brought up the issue of reporting requirements as an additional burden imposed by the Fund. This concern of the agencies can be addressed by further standardizing the reporting process, further harmonizing it with UNPS reporting requirements, or even scrapping UNPSF-specific reporting and using UNPS reporting instead.

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In summary, there is broad agreement among MTR interviewees that UNPSF is a cost-effective and efficient way for the UNCT and New Zealand to promote development across the PICTs, compared to a bilateral arrangement between the donor and a single implementing agency with resources, expertise, and advantage in limited areas.

3.5. Sustainability

This section addresses the following questions from the MTR Terms of Reference.

- Are the interventions made by the UNPSF likely to last beyond the timeframe of the UNPSF?

3.5.1. Are the interventions made by the UNPSF likely to last beyond the timeframe of the UNPSF?

Sustainability in the context of the UNPSF may take various meanings. But two crucial aspects addressed in this section are: (i) the sustainability of the Fund itself; and, (ii) the sustainability of the interventions that the Fund has supported.

Sustainability of the Fund

The sustainability of the Fund will largely depend on two factors – (i) the interest of the UN agencies in it based on the benefits that they perceive and the incentives they face; and, (ii) the willingness of New Zealand to continue using a "pooled fund" approach for channeling some or all of its development assistance resources linked to the work of the UN system in the Pacific.

- ***Interest of UN Agencies*** – Although there seems to be some degree of scepticism among some UN agency staff on the value of the UNPSF based on interviews for this MTR, overall, it seems that in principle most agencies are interested in the idea of the fund and have embraced the UNPSF. To further consolidate the interest of the UN agencies in the Fund, it will be necessary for the RCOs and the UNPSF Secretariat further improve the Fund's management processes and communications with the agencies. The things that need to be done by the RCOs and UNPSF management are clear – a lot of ideas are presented in the UNPS evaluation report and this MTR report. Most of the measures that need to be undertaken to improve the execution of the UNPS and UNPSF are already acknowledged by the RCOs. Agencies, from their side, should further their efforts in support of the reform agenda and should embrace the UNPSF more wholeheartedly, not only in principle, but also in practice by dedicating more time and resources to their relationship with the Fund.

- ***Commitment of New Zealand*** – New Zealand has wholeheartedly embraced the ideal of "*Delivering as One*" and the Funding Compact principles and with the support for the UNPSF has demonstrated with actions that it is behind the UNDS reform agenda. It is now up to the UN system to reciprocate this commitment by demonstrating that New Zealand's investment is a worthwhile endeavour and money well spent. Interviews for this MTR indicated that New Zealand stands behind its commitment to the reform agenda. However, for New Zealand the UNPSF is still a piloting initiative that needs to demonstrate its value

before further support is provided. The Fund's "*proof of concept*" will be crucial for the attraction of additional donors in the future.

One crucial instrument for the sustainability of the UNPSF will be the Resource Mobilization Strategy. As the UNPSF is only a component of the efforts of the Pacific UNCT at mobilizing resources for their programming in the Pacific, the fundamental question is how UNPS-related efforts should be structured and coordinated in relation to the UNPSF. Given the multiplicity of actors, there is a need for a coordinated approach to resource mobilization – under the coordination of the RCs.

As of the point of this review, the UN in the Pacific has lacked a resource mobilization strategy that clearly spells out UNCT's vision of the UNPSF in the context of its broader resource mobilization efforts. Interviews for this MTR indicated that there appear to be a variety of views in relation to this question.

- One view is that UNCT's resource mobilization efforts should center on the UNPSF, gradually turning it into the main (or even unique – to the extent that that is possible) source of funding for the UN agencies in the Pacific. According to this view, the UNCT and its partners should make concerted efforts to attract other donors to the fund. This is a view shared primarily by the RCOs, but also some agency staff. In fact, the RCOs have already made some efforts in advocating the benefits and advantages of the "pooled fund" with other major donors in the region.

- Another view, shared by some agency heads and New Zealand, maintains that for the time being the fund should remain limited to New Zealand's contributions until such time that institutional infrastructure of the fund has fully matured and is able to handle the stress associated with increased delivery capacity. According to this view, UNPSF has to clearly demonstrate its benefits and advantages in a fully-fledged cycle before expanding its scope to other donors.

While there are merits to both perspectives, at this stage it is important for all the key stakeholders to reconcile their positions on this issue and come to a joint understanding of the way forward. This discussion should take place in the context of the formulation of the broader "*Resource Mobilization Strategy*" for the new development cooperation framework which the UNCT has committed to undertake under the coordination of the three RCOs. Such a resource mobilization strategy should identify roles and responsibilities not only for the RCOs, but also for the UN agencies. It could also include a role for New Zealand and national partners in advocating the benefits of pooled funding to prospective donors.

<u>Sustainability of UNPSF-supported Initiatives</u>

The interventions funded by the UNPSF are flagship initiatives of the UN system in the Pacific and are likely to last independently of the UNPSF. Initiatives such as MICS and the census are vital components of the countries' data collection process that will be sustained with certainty.

Also, the range of basic social services programmes supported by UNICEF and UNFPA are an important part of the countries' social infrastructure and will continue to be maintained by the respective governments. The anti-corruption programme is grounded in regional initiatives and institutions, so that is a viable solution too. As for the Markets for Change project, one key advantage of its design is the establishment of women's association – a crucial structure that is expected to maintain and further the achievements of the project.

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In summary, a crucial factor for the sustainability of the UNPSF will be the Resource Mobilization Strategy. The strategy should spell out the Fund's vision for the attraction of additional donors in the future. 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 of the UNPSF will be crucial as a pilot that both New Zealand and the other donors will observe quite carefully. Also, the high-profile and essential nature of the initiatives supported by the UNPSF is a strong factor of sustainability – most of these programmes represent core aspects of the respective countries' governance and thus in all likelihood will be maintained by national governments.

4. CONCLUSIONS

The current cycle of both the UNPS and UNPSF is coming to an end on 31 December 2022. The Pacific UNCT and its partners are currently engaged in the preparation of the new cooperation framework which is expected to be finalized around August 2022. In parallel with this process, New Zealand and the UN have been discussing the future of the UNPSF based on the experience thus far. This MTR was conceived and designed to inform that discussion.

The main conclusion of this MTR is that although the current UNPSF cycle has not been an ideal one, the benefits of the Fund outweigh its costs and disadvantages. Clearly, the Fund has experienced several challenges.

- Firstly, this is a pioneering initiative for the region and as such it has involved a lot of learning by doing, which has also taken a toll on implementation timelines. Furthermore, this is not a fund that covers a single country, but one that covers an entire region of immense complexity (this complexity is discussed in the evaluation report of the UNPS). Consequently, significant delays have hampered the initial period of the launching of the Fund.
- Secondly, the UNPSF was not developed in tandem with the development of the UNPS. It came into existence later in the process and as such it was not fully integrated with the UNPS right from the beginning. UNPSF picked the funding of existing projects, without influencing in any way the strategic decisions of the agencies around joint programming or implementation.
- Thirdly, the Fund's operationalization coincided with the peak of the COVID-19 pandemic, which obviously represented a significant challenge for many of its activities. Furthermore, this period was characterized by several natural disasters which have impacted the flow of activities.
- Fourthly, the Fund has also been affected by challenges intrinsic to the operation of the UNPS infrastructure. These challenges – especially those related to the functioning of UNPS's governance structures – are discussed in greater detail in the UNPS evaluation report. As an integral part of the UNPS, the UNPSF could not have been totally safeguarded from the impact of these challenges – they unavoidably had an impact on the workings of the UNPSF too.

Despite these challenges, there is overall consensus within stakeholders that the Fund has turned out to be a novel instrument that has facilitated a more efficient implementation of an important section of the UNPS.

- Most UNPSF-funded activities are flagship initiatives for the region. MICS, the census, the regional anti-corruption initiative, ECE, ECD and immunization works, the gender-focused M4C initiative are all high-profile and high-visibility programmes in the region. Their impact is substantial and distributed across the region.

- The Fund has promoted a range of cross-cutting issues, including gender, etc.
- The Fund has furthered the joint delivery of the UN system under the coordination of the RCOs.
- UNPSF is a more cost-effective and efficient way of driving progress across the PICTs than supporting individual countries national development plans or using a single implementing agency with resources, expertise, and advantage in limited areas.
- UNPSF has promoted an inclusive and transparent allocation of funds targeting priority needs.
- The Fund has also promoted South-South knowledge exchange and shared best practices.

As the first cycle of the UNPSF is approaching the end, the UNCT and New Zealand have to decide on how to proceed next. Interviews for this review revealed that the main stakeholders have no reservations about the continuation of the Fund. The differences are rather on how that continuation should look like. Some stakeholders prefer a measured expansion, opting for a continuation of the piloting in phase 2 with some modifications. Others are keen on quick expansion of the Fund to include more donors, agencies and more outcome areas.

Before the initiation of a new phase, UNPSF decision-makers will have to make a few key decisions along the three vectors noted above – (i) opening to other donors; (ii) opening to other UN agencies; and, (iii) opening to other outcome areas. Based on the evidence collected throughout the review process, this MTR recommends a gradual expansion of the Fund. A "*big bang*" approach at this stage involves unnecessary risks for the UN. Given that the Fund has been in operation only for two and a half years, there is still a need for a full proof of concept, before other donors are invited to embrace the concept. For the upcoming cycle, the MTR recommends the following approach:

- Maintaining New Zealand's central role in the Fund, and in parallel exploring potential interest from other donors. The Fund could be opened to additional donors at the opportune moment with the consensus of all Steering Committee members.
- Opening access to the Fund for all UN agencies and introducing a balanced approach for the funding of projects through a combination of continued support for ongoing flagship projects and the selection of new projects on a competitive basis.
- Expanding the scope of the Fund to cover all outcome areas, which will allow the agencies to bid for projects across the board.

The important conclusion of this MTR is that all stakeholders involved in this review understand the importance of the "One UN" concept and see the UNPSF as a key component of that concept. The upcoming phase of both UNPS and UNPSF represents an opportunity for the UNCT and New Zealand to start with a renewed approach and take UNPSF and UNPS to the next level, benefitting from the lessons drawn from the current phase.

5. LESSONS LEARNED AND BEST PRACTICES

Two main lessons are identified by this MTR from the UNPSF experience.

1. The Establishment of a Pooled Fund is a Process that Takes Time

The establishment of a pooled fund like UNPSF is not an easy deed that can be completed in a matter of months. Establishing a pooled fund is a complex exercise, especially in a complex environment like the Pacific with multiple MCOs and a maze of UN agency jurisdictional boundaries. Preparing all the instruments and relevant documentation is one aspect of the establishment process. An even more important aspect is the adjustment of agencies' operating procedures to the Fund's requirements. That is a process that not only takes time, but also requires capacity development for the respective agency staff. Capacity development is also required for RCO staff involved with the management of the staff. Ideally, the capacity development needs should be identified well in advance of the establishment of the Fund, which was not the case in the Pacific. Going forward, the UNCT and New Zealand should plan for capacity development for UNPSF-related staff in the context of the new cooperation framework.

2. The Fund Coordinator Position is Essential for the Performance of the Fund

One key lesson drawn from the experience of the UNPSF is that the position of the Fund Coordinator is crucial. All parties agreed that the delayed recruitment of the Coordinator presented one of the biggest challenges to the Fund. This is something that should be borne in mind by the stakeholders going forward. In any circumstances, the Steering Committee should have contingency plans for the rapid engagement of a Coordinator.

3. The Fund's Flexibility is Essential for Forging Cooperation among the Agencies

While UNPSF was inflexible in the allocation of funds across projects – funds were earmarked by the donor at the inception of the Fund – it allowed for full flexibility in how the agencies could allocate the funds within a project. For example, UNPSF allocated a budget for the Markets for Change project and it was up to UNDP and UN Women how to divide those funds for the project in question. This flexibility encouraged further collaboration between the agencies and, in the opinion of agency representatives, played a major role in getting the agencies to plan and implement closely together. According to agency representatives, the level of collaboration that took place under the UNPSF projects was more intense than for joint programmes funded from other pooled funds and the main reason provided for this was precisely the flexibility given to the agencies to negotiate the division of labour and resources.

6. RECOMMENDATIONS

Based on the analysis included in this report and the suggestions of MTR participants, this report presents the following set of recommendations.

Recommendation 1: Strengthening the Design of the UNPSF for the Upcoming Phase

- The first and foremost priority for UNPSF stakeholders going forward is to consolidate their vision of the Fund. This should be a common and shared vision that unites the agencies, the RCOs and the donor. This vision should be forged on the basis of an inclusive deliberation in the Steering Committee. Some of the ideas outlined in this MTR provide a basis for that discussion.

- UNPSF partners have an opportunity to expand the scope of the Fund to include additional UN agencies, donors and outcome areas. Any adjustments to the Fund's modus operandi should be made gradually and based on the lessons of the current phase. The right time for when an expansion could happen and the speed of the process should be determined by the Steering Committee members with the consensus of all stakeholders.

- In the upcoming phase there is an opportunity for adjusting the method for the selection of projects. An option advocated by this MTR is to introduce a two-track approach – continued UNPSF funding for well-established and high-visibility projects like those of the current cycle, combined with a competitive selection process for new promising projects. The funding decisions should be made by the Steering Committee on the basis of clearly-defined and transparent criteria. UNPSF partners could craft selection criteria that enable the prioritization of desirable features, such as the "innovative nature" of the project, mainstreaming of gender or environmental concerns, promotion of human rights, etc. In the upcoming phase, there is also an opportunity to strengthen the incentives in place for "*joint programming*".

- UNPSF partners should aim for greater synergies of the Fund with the initiatives of development partners, especially development banks, and other multi-partner funds. This will be helped by a mapping of the funding landscape in the Pacific. UNPSF partners should also explore options for strengthening the engagement of the private sector.

Recommendation 2: Improving UNPSF's Governance

- The UNPSF Steering Committee should become more engaged with the monitoring of the implementation of projects, inviting regular updates by the projects' technical units on matters such as financial reporting, use of resources, implementation progress, impact of activities and other relevant factors that might have affected or delayed the implementation of the projects. The Secretariat should provide the Steering Committee members with more detailed information meeting about funded projects before Steering Committee meetings.

- The UNPSF Steering Committee should further clarify the roles and responsibilities of the Secretariat's staff members.

- The composition of the Secretariat and the distribution of roles and responsibilities among its staff members should be communicated clearly to the agencies and other partners.
- The supportive positions staffed "in kind" by RCO members are important. But the way these staff members engage with the affairs of the Fund needs to be rationalized. Potential duplications will be avoided if it is clear which staff member from which RCO is responsible for providing what type of support to the UNPSF. Maybe support responsibilities could be assigned periodically on a rotating basis to each RCO.

- The RCOs should provide UNPSF stakeholders with greater clarity about their roles and division of labour vis-à-vis the Fund. There is a need for more effective communications with the agencies – especially, at the technical level (with staff members who do not participate in the UNPSF governance structures).

Recommendation 3: Integrating the UNPSF more Effectively into UNPS Joint Structures

In addition to improving the UNPS infrastructure, the UNCT should strengthen the integration of UNPSF structures into the broader UNPS infrastructure, resulting in a seamless framework that enables full coordination between the UNPSF and UNPS.

- The UNPSF framework should be integrated into the UN's Common Budgetary Framework (CBF). While strengthening the CBF in the upcoming programme cycle, the UNCT should also seek to integrate the UNPSF into the broader budgetary framework, so that UNPSF resources are fully aligned with the bigger picture.

- The two steering committees (of the UNPS and UNPSF respectively) should be coordinated more closely, a move that will bring senior representatives from the respective Pacific governments sitting in the UNPS Joint Steering Committee closer to the UNPSF.

- While the UNPSF Steering Committee is a high-level decision-making structure, it will benefit from more structured coordination with the UNPS technical groups, such as the outcome groups or thematic groups. The latter could provide the UNPSF Steering Committee with technical input in a more systematic and organized fashion.

Recommendation 4: Making the UNPSF more Country-focused

- UNCT should strengthen the engagement of UNPSF structures, including the Secretariat, with the joint structures at the country level and make the operations of the UNPSF more country-focused. This could be the defining feature of the UNPSF in the upcoming phase. In practice, this would mean embedding UNPSF-initiatives more effectively into JCAPs, harmonizing UNPSF's results framework with the JCAPs (Country Implementation Plans), establishing regular check-in meetings between Secretariat staff and CPOs, providing CPO staff with training on UNPSF-related matters.

Recommendation 5: Strengthening UNPSF's M&E System

- UNCT should focus on strengthening the UNPS M&E infrastructure along the lines of the recommendations provided in the UNPS evaluation. Key components of the UNPS M&E infrastructure that impinge on the UNPSF are the strengthening of the DMEG group, improvement of data collection and aggregation, operationalization of the UN-INFO system, production of joint annual reports, etc.

- The UNPSF Steering Committee should institute stricter standards and requirements for the M&E framework of the UNPSF infinitives. The results framework underpinning the UNPSF should be strengthened and fully integrated with the UNPS framework in the upcoming cycle. Also, the data tracking mechanism used by the Secretariat will have to be integrated with the UN-INFO framework being operationalized by the UNCT under the UNPS.

Recommendation 6: Enhancing UNPSF Partnerships

- The UNCT should strive for greater synergies at the implementation stage between UNPSF-funded activities and the interventions implemented by other major development partners such as the World Bank, EU and ADB.

- The UNCT should also identify measures that improve the complementarity of the UNPSF with other multi-partner funds operational in the region, such as the SDG Fund, the Peacebuilding Fund, the COVID-19 Fund, and others.

- UNPSF partners should leverage the Fund more effectively to improve engagement of the private sector in the framework of the UNPS, especially by seeking to tap private sector financial resources.

- In the upcoming cooperation framework, the UNCT should to come up with a well-thought-out strategy for engagement with the Pacific regional cooperation structures and processes under the UNPS, but also specifically for the initiatives funded by the UNPSF.

Recommendation 7: Improve Communications and Donor Visibility

- The new UNPS communications strategy should incorporate a communications plan dedicated to the UNPSF. This plan should identify key messages and key communication channels for the UNPSF.

- The communication plan should leverage agencies' channels and systems, as well as human resources.

- An integral part of the communications plan should be the promotion of the concept of "*pooled funds*", especially if the partners decide that attracting additional donors will be a desirable objective.

- The Secretariat should put effort into improving UNPSF annual reports. These reports should be synchronized more efficiently with the UNPS annual reports – or even phased out

if the UNPSF partners consider that the UNPS reports are sufficient for information and accountability purposes.

- The UNCT should take measures to improve the visibility of New Zealand in the operations of the Fund, especially vis-à-vis its national counterparts. The UNCT should institute specific requirements and protocols for ensuring this visibility both at the implementation stage and in the reporting arrangements.

- UNPSF's financial information should be packaged more effectively and on a regular basis for the public-facing portion of the UNPSF reporting.

Recommendation 8: Developing a Sound Resource Mobilization Strategy

- The UNCT should develop a "*Resource Mobilization Strategy*" for the new development cooperation framework, which should spell out UNCT's vision of the UNPSF.

- The resource mobilization strategy should identify roles and responsibilities not only for the RCOs, but also for the UN agencies. It could also include a role for New Zealand and national partners in advocating the benefits of pooled funding to prospective donors.

ANNEX I: MTR TERMS OF REFERENCE

The UN Pacific Strategy Fund

The UN Pacific Strategy Fund (UNPSF) is a collaboration between the United Nations working in the Pacific led by the UN Resident Coordinators in Fiji, Micronesia and Samoa Multi-Country Offices (MCOs), the Government of New Zealand as the initial donor to the Fund and the Participating UN Organizations, namely UNDP, UNFPA, UNICEF, UNODC and UN Women.

The UNPSF provides funds to deliver the UN Pacific Strategy (UNPS). It is intended to complement other financial resources available to Pacific countries and supports activities agreed by the respective Governments and the UN as outlined in the UNPS. It also contributes to the implementation of UN resolution 72/279 on the UN Development System Reform (as mandated by the UN General Assembly) and aims to both enhance coordination and coherence within the UN system and facilitate new partnerships.

The intention is for the UNPSF to become a mechanism for donors to invest effectively and efficiently in delivering development results for the Pacific.

Functions of the UN Pacific Strategy Fund

The UNPSF aims to ensure:

a) **Development impact**: to facilitate investment in priority development needs, as agreed with Pacific governments, and to enable demonstrable development impact.

b) **Coherence**: to support coherent implementation of the UNPS, ensuring alignment with Delivering as One standards.

c) **Cooperation:** to enhance cooperation and collaboration among internal and external stakeholders (including Pacific Regional organizations) and to maximise complementary expertise and mandates to deliver the UNPS, including leveraging of resources.

d) **Cost and risk reduction:** to enhance efficiency and reduce transaction costs, including information, coordination and administrative costs, through joint activities, partnerships and resource mobilisation.

e) **Delivery as One UN:** The Fund supports UN Reform and aims to incentivize participating UN agencies to work closely together on joint programming under the leadership of Resident Coordinators.

Programmatic Scope

The UNPSF was established to support the implementation of the UN Pacific Strategy, which has the following outcomes:

<u>Outcome 1:</u> Climate Change, Disaster Resilience, and Environmental Protection	By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.
<u>Outcome 2:</u> Gender Equality	By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and rights in social, economic, and political spheres, contribute to and benefit from national development, and live a life free from violence and discrimination.
<u>Outcome 3:</u> Sustainable and Inclusive Economic Empowerment	By 2022, people in the Pacific, in particular youth, women, and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multi–dimensional poverty and inequalities, and promotes economic empowerment.
<u>Outcome 4:</u> Equitable Basic Services	By 2022, more people in the Pacific, particularly the most vulnerable, have increased equitable access to and utilization of inclusive, resilient, and quality basic services.
<u>Outcome 5:</u> Governance and Community Engagement	By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.
<u>Outcome 6:</u> Human Rights	By 2022, people in the Pacific effectively enjoy a strengthened legal framework and institutions that deliver human rights protection in accordance with international commitments under relevant treaties, and the Universal Periodic Review.

The UNPSF specifically supports Outcomes 2 (Gender Equality), 4 (Equitable Basic Services), and 5 (Governance and Data/MIS), which are the outcomes that were jointly identified by NZ and the UN as requiring extra investment and focus in order to ensure achievement. UN agencies work together, with the leadership of the Resident Coordinators, to co-deliver projects and programs in support of those outcomes, which is consistent with the commitment to delivering as One UN and the UN Reforms.

Annexure to the UNPS Evaluation- Report on the UNPSF

The TOR of the UNPSF required the commissioning of "a review by an independent evaluator on the performance of the Fund, with findings to be available in early 2022". With the change in the original timeline the Mid-Term Review draft report is expected by the end of June 2022.

As the UNPS Fund was designed to support the implementation of three of the six outcome areas of the UNPS, it is appropriate that the Review Report on the UNPSF is conducted immediately following the evaluation of the UNPS and linked to the UNPS Evaluation as an Annexure. The report on the UNPSF is more limited in scope, being that it is a review of a funding mechanism that supports 50% of the UNPS' outcomes.

Objectives of the Review

The main objective of the Review of the UNPSF is to gather all pertinent information and provide analysis and evidence-based recommendations on the performance of the UNPSF. The UN and the Government of New Zealand, which at the time of writing is the Multi-Partner Trust Fund's only donor, will use the recommendations to improve the performance of the UNPSF. The Report should specify the course corrections, should any be required, for the final period of implementation and present options for the Fund beyond its expiry in December 2022. The consultant is expected to specifically:

- Provide insights to the UNPSF Steering Committee members, in particular the Chairs, the Donor and UN agencies implementing the various programmes funded by the UNSPF, as to how well the Fund supported the delivery of key elements of the UN Reform;
- Determine what is working well and why by gathering and examining evidence related to the objectives of the UNPSF, and make recommendations to both the UN and New Zealand for further improvement;
- Identify and explore the main challenges to the Fund meeting its objectives, and recommend options that both the UN and New Zealand should consider to address those challenges;
- Review the various M&E, communications, resource mobilisation and other operational instruments of the UNPS Fund and provide recommendations, based on research, stakeholder feedback, and empirical evidence, to improve those instruments;
- Explore the funding modality in detail, including through the lens of The Funding Compact and by comparing the Fund to other Multi-Partner Trust Funds that are commonly regarded as successful, and
- Provide options to the UN and New Zealand as to possible future iterations of the Fund.

Scope of the Review

The Review will focus on the performance of the UNPSF from its commencement to the end of 2021.

Methodology

The Review should be based on the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria and definitions and follow norms and standards established by the United Nations Evaluation Group. The methodology should be based on mixed methods and involve the use of commonly applied evaluation tools such as documentary review, interviews, surveys, information triangulation, analysis and synthesis. The evaluation should collect, use and report disaggregated data wherever possible. The aspects of human rights and gender equality should be assessed and taken into consideration throughout all of review process. A participatory approach should be taken for the data collection process.

The Review should also explicitly address cross-cutting themes, including but not limited to gender equality; women's empowerment, human rights and non-discrimination, disability inclusion, and environmental sustainability.

Review Questions

Criteria	Suggested Review Questions
Development Impact & Relevance (What difference does the UNPSF make?)	1. Have the programmes made the same/ better/worse progress as would be expected under a traditional (agency-funding) model? 2. Was the Steering Committee able to monitor the progress of the programmes appropriately? If not, how can governance be strengthened? 3. Was the decision to limit participation to five agencies correct? What opportunities have PUNOs subsequently realised they missed because other relevant UN agencies or regional partners were not on board? 4. Do the most vulnerable, disadvantaged, and marginalized people experience different benefits/ disadvantages from UNPSF programmes than they would from programmes that agencies deliver with direct funding? 5. How dynamic and responsive has the UNPSF been to emerging and unforeseen needs? 6. How did the UNPSF enable the operationalisation of UN Reforms?
Coherence (What has not worked well, why, and how can it be improved?)	1. To what extent has the UNPSF fostered coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures? 2. How have the agencies worked together to deliver on Outcomes 2 4, and 5? 3. What has been the progress working with regional and subregional entities and non-UN partners?
Effectiveness (What has worked well or not worked well and why?)	1. What value has been added by the fact that the UNPSF is a multi-partner trust fund? 2. What changes might make this a more attractive fund to additional partners (including regional agencies) and donors?
Cost and Risk Reduction	1. Has the way the UNPSF was established introduced additional transaction costs and inefficiencies? How might these be reduced?

(How well have resources been used?)	
Sustainability (Do the programmes have strong government or partner support?)	1. Are the interventions made by the UNPSF likely to last beyond the timeframe of the UNPSF?

Reporting and Deliverables

The Consultant is expected to deliver the following:

i) Brief Inception Report (max 5 pages), outlining the proposed methodology, key issues to be covered, timelines, list of interview questions and participants.

ii) Draft Review Report (no longer than 55 pages), presented as an annexure to the UNPS Evaluation, that includes:

   a. Executive Summary

   b. An analysis of the extent to which the UNPS Fund has met its objectives;

   c. Recommendations addressing the key issues, objectives and criteria of the evaluation

iii) Presentation on Key Findings and recomendations, to be presented to the UNPSF Steering Committee.

iv) Final Report that incorporates the comments and feedback of the UN.

As the Review Report will be an annexure to a public document (the UNPS Evaluation), it should be easy to read and understandable to a wide range of audiences in Pacific member states.

Selection of the Consultant

Given the tight timeframe for this Review, and the fact that it will form an annexure to the UNPS Evaluation, the Steering Committee intends to directly engage one of the consultants who successfully delivered the UNPS Evaluation. The final selection will be subject to the approval of both the donor and the Steering Committee.

Required and Desirable Skills and Experience

An international consultant with extensive experience carrying out reviews and evaluations of multi-country and multi-agency development programmes in the Pacific and SIDS context.

Required Skills and Experience of the International Consultant:

- At least a master's degree in economics, sociology, international development, public policy, project management or a related area;
- 10 years' experience in evaluation, with at least 5 of those years spent working on the evaluation of development projects;
- Fluency in English and the ability to produce well-written reports;
- Proven ability to undertake self-directed research;
- Experience in the participatory approach, facilitation skills, and the ability to manage diverse views and different cultural contexts;
- Demonstratable integrity through the modeling of the UN's values and ethical standards;
- Sensitivity and adaptability with regard to culture, gender, religion, race, nationality and age, and
- Familiarity with the current political, economic and social situation of Pacific Island Countries and communities.

Desirable Skills and Experience of the International Consultant:

- Specialized training in Monitoring and Results- Based Management or Evaluation, and
- Evaluation experience in SIDS.

ANNEX II: MTR CRITERIA AND KEY QUESTIONS

Criteria	Suggested Review Questions
Development Impact & Relevance (What difference does the UNPSF make?)	1. Is there any evidence that joint delivery has accelerated progress toward the achievement of outcomes? 2. Was the Steering Committee able to monitor the progress of the programmes appropriately? If not, how can governance be strengthened? 3. Was the decision to limit participation to five agencies correct? What opportunities have PUNOs subsequently realized they missed because other relevant UN agencies or regional partners were not on board? 4. How does the joint programming deliver additional benefits to people in the most vulnerable positions?
	5. How dynamic and responsive has the UNPSF been to emerging and unforeseen needs? 6. How did the UNPSF enable the operationalization of UN Reforms?
Coherence (What has not worked well, why, and how can it be improved?)	1. To what extent has the UNPSF fostered coherence through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures?
	2. How have the agencies worked together to deliver on Outcomes 2 4, and 5?
	3. What has been the progress working with regional and subregional entities and non-UN partners?
Effectiveness (What has worked well or not worked well and why?)	1. What value has been added by the fact that the UNPSF is a multi-partner trust fund? 2. What changes might make this a more attractive fund to additional partners (including regional agencies) and donors?
Cost and Risk Reduction (How well have resources been used?)	1. Has the way the UNPSF was established introduced additional transaction costs and inefficiencies? How might these be reduced?
Sustainability (Do the programmes have strong government or partner support?)	1. Are the interventions made by the UNPSF likely to last beyond the timeframe of the UNPSF?

ANNEX III: STAKEHOLDERS ENGAGED FOR THE REVIEW

Meetings with Heads of Agency

Agency	Name
UNFPA Zoom Invite Sent	Saira Shameem
UNDP Zoom Invite Sent	Levan Bouadze
UNDP	Jorn Sorenson
UNODC	Marie Cauchois
UN Women	Sandra Bernklau and Melissa Stutsel

Focus Group Discussion with Implementers

Agency	Name
UNDP Outcome 2	Patrick Tuimaleali'ifano
UNODC	
UN Women	Preeya Ieli
UNDP Outcome 5	Sonja Stefanoska-Trajanoska Revai Makanje-Aalbaek Verena Linneweber Christina Mualia-Lima
UNFPA Outcome 4 and 5	Brian Kironde- Youth Specialist Sandra Paredez- Population and Development Adviser Jaya Jaya- Programme Coordinator
UNICEF Outcome 4 and 5	Roshni Basu

Meetings with Resident Coordinators

Agency	Name
RC Fiji	Sanaka Samarasinha
RC Micronesia	Jaap Van Hierden

Meeting with Multi-Party Trust Fund Office

Title	Name
Portfolio Manager	Mari Matsumoto
Executive Coordinator	Jennifer Topping

Meetings with New Zealand

Title	Name
Ministry of Foreign Affairs and Trade	Joanna Heslop
Ministry of Foreign Affairs and Trade	Kate Fraser
Ministry of Foreign Affairs and Trade	Deb Collins

Meetings with External Stakeholders

Agency	Name
FICAC	Mr. Rashmi Aslam, Commissioner
Right to Information Unit, Vanuatu	Mr. Harold Obed Tahun, Head

Fiji Commerce and Employers Federation	Mr. Kameli Batiweti, CEO
Pacific Islands News Association (PINA) - Pacific Anti-Corruption Journalists Network	Makereta Komai – Manager
Palau Chamber of Commerce	Sam Scott- President Jada Avesani
Samoa Public Service Commission	Osana J. Liki-Ward - Assistant CEO
RMI Director Family Planning	Caroline Johhny Jibas
Youth Manager, **RMI** Youth Bureau, Ministry of MOCIA	Mie Ishiguro
Curriculum Specialist Primary, Public School System, **RMI**	Eonmita Rakinmeto
In school FLE - PSS Director, **FSM**	Ms. Gardenia Aisek
Chief of Curriculum, Pohnpei State DOE	Mr. Pressler Martin
Program Coordinator, Family Health Unit, **FSM DHSA**	Mr. Dionisio Saimon
Technical Adviser, Statistics for Development Division	Scott Pontifex
Acting CEO and Chief Statistician and Director	Amelia Tungi
Assistant Roko Tui Kadavu	Willie
Director Local Government, Ministry of Local Government, Fiji	Bindula Devi
Senior Manager Operations, Suva City Council	Savirio Ieli
President, Vunisea Market Vendors Association	Mosese Tuivoli