UN MULTI-COUNTRY OFFICE REVIEW

Final Report – FINAL DRAFT

MCO Review Team
May 2019

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1 Section 1: **Context and Purpose of the MCO Review**   **Slides 8 – 17**

Section 1 establishes the context of the MCO Review Report. It provides an overview of the MCO history and current state of MCOs around the world. In this section, the report also examines the characteristics of the 41 MCO-served countries and territories, their challenges in achieving Agenda 2030, and their shared priorities and challenges. It concludes with a brief view into the perception of UN support in helping countries meet their development priorities.

2 Section 2: **Approach of the MCO Review**   **Slides 18 – 20**

Section 2 summarizes the approach of the review. It includes a description of the consultative approach of the review, including figures on government and UN Agency, Fund, and Programme (AFP) participation in the review process. It also articulates the roles of the Senior Level Steering Committee and Reference Group in the MCO review process in line with the review Terms of Reference.

3 Section 3: **Findings and Recommendations**   **Slides 21 – 92**

Section 3 details the findings of the MCO Review. The key findings and recommendations are summarized on slides 22, 23, and 24. The recommendations summary slide (on slide 24) includes 13 primary recommendations organized into four categories, and serves as the organizing structure for this section of the report. The four findings and recommendations categories are the following:

1. *Leadership and tailored UN support to each country and territory*
2. *Scope for stronger regional and global support and synergies;*
3. *Improvement of MCOs to ensure effective engagement and support; and*
4. *Resources to address development needs and coordination.*

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Annex

UNITED NATIONS | MCO REVIEW TEAM

Acronyms used throughout this report

Acronym	Name
AFPs	Agencies, Funds, and Programmes
AIMS	Atlantic, Indian Ocean, Mediterranean and South China Sea
CARICOM	Caribbean Community
CCO	Country Coordination Officer
C-DEMA	Caribbean Disaster Emergency Management Agency
CIP	Country Implementation Plan
D1	Director - Level 1
DCO	UN Development Coordination Office
DESA	United Nations Department of Economic and Social Affairs
EVI	Economic Vulnerability Index
FSM	Federated States of Micronesia
GDP	Gross Domestic Product
GNI	Gross National Income
HAI	Human Asset Index
HDI	Human Development Index
ICT	Information and Communications Technology
JPO	Joint Presence Office
LAC	Latin America and the Caribbean
LDCs	Least Developed Countries
MAF	Management and Accountability Framework
MCO	Multi-Country Office
MCO hub	Country where the RC of the MCO is based
MSDF	Multi-Country Sustainable Development Framework
NOA	National Professional Officer – Level A
NOB	National Professional Officer – Level B

Acronym	Name
NOC	National Professional Officer – Level C
OAD	Operational Activities for Development
ODA	Official Development Assistance
OECS	Organisation of Eastern Caribbean States
OHRLLS	UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
P4	Professional Staff – Level 4
P5	Professional Staff – Level 5
RC	Resident Coordinator
RCO	Resident Coordinator's Office
RMI	Republic of the Marshall Islands
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SIP	Sub-regional Implementation Plans
SOI	Solomon Islands
T&T	Trinidad and Tobago
TOR	Terms of Reference
UNCT	UN Country Team
UNDAF	UN Development Assistance Framework
UNDS	United Nations development system
UNPS	UN Pacific Strategy
UNSDCF	UN Sustainable Development Cooperation Framework
USD	US Dollars
VPN	Virtual Policy Network
VTC	Video Teleconference

Context and Purpose of the MCO Review

1

Multi-Country Offices (MCO) are set-ups to enable effective and efficient delivery of UN support to several programme countries

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

MCOs are **comprised of resident and non-resident UN agencies**, funds and programmes providing development services to multiple countries **under the leadership of one Resident Coordinator.**

The MCO set-up **enables the UN development system to efficiently serve multiple countries** in a manner that better leverages assets and resources, increases scale to improve the scope and quality of services offered, and enables coordinated delivery.

The **collaborative leadership and outreach of the Resident Coordinator,** paired with the capacity of a **tailored UNCT presence, and enabled by** multi-country planning and implementation mindful of unique country needs, is critical in the MCO context.

There are currently eight MCOs in the Pacific, Caribbean, and AIMS regions, covering 41 countries and territories, of which 38 are SIDS

Barbados MCO
Serves 10 countries/territories (10 SIDS)
Barbados, Anguilla, Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines

Malaysia MCO
Serves 3 countries (1 SIDS)
Malaysia, Brunei, Singapore

Samoa MCO
Serves 4 countries/territories (4 SIDS)
Samoa, Cook Islands, Niue, Tokelau

Jamaica MCO
Serves 5 countries/territories (5 SIDS)
Jamaica, Bahamas, Bermuda, Cayman Islands, Turks and Caicos

El Salvador MCO
Serves 2 countries (1 SIDS)
El Salvador and Belize

Trinidad and Tobago MCO
Serves 5 countries/territories (5 SIDS)
Trinidad and Tobago, Aruba, Curacao, St. Maarten, Suriname

Mauritius MCO
Serves 2 countries (2 SIDS)
Mauritius and Seychelles

Fiji MCO
Serves 10 countries (10 SIDS)
Fiji, Federated States of Micronesia, Kiribati, Republic of Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu

> *38 of the 41 countries served by MCOs are SIDS, which face unique challenges to sustainable development.*

The existing configuration of MCOs reflects historical developments and organic growth driven by needs, demands and resources available

Asia & Pacific	Caribbean
- Current configurations stem primarily from two factors: - Historical decolonization processes and timelines. - Calculation of resources available vis-a-vis GDP and population size of countries. **Malaysia** was amongst the first countries to have an office. When **Brunei and Singapore** became independent countries, the available UN resources (vis-à-vis GDP and population) were too small to carry an office. Cultural and historical links tied them to Malaysia. - The Pacific decolonized later: **Samoa** was first to become independent and was the first to establish an office. **Fiji** established an office in 1972 following independence. It rapidly became an MCO when **Solomon Islands and Vanuatu** were added (neither of which at the time warranted standalone offices given available UN resources). - Improved flights brought the **North Pacific** into the Fiji MCO as available resources did not warrant a standalone office, although one was considered.	- In the 1970s, UNDP established offices in **Guyana, Jamaica, Barbados,** and **Trinidad**. **Belize** and **Suriname** offices were opened later, following requests for dedicated support. - Alignment of **Belize** and **El Salvador** was a result of proximity and ease of flight connectivity, which facilitated operations support from El Salvador. - The current structure of the **Barbados** MCO was influenced by the formation of the **Organization of Eastern Caribbean States** (OECS). The alignment of these **10 countries** was believed to foster better alignment with sub-regional development priorities. - The Dutch Caribbean (**Suriname, Aruba, Curacao, and Sint Maarten**) was aligned to Trinidad and Tobago MCO as a result of the latter's placement as a transport hub with ease of access to these countries.

The development needs and characteristics of each of the 41 MCO-served countries are unique

Examples

Development Characteristics

- *Economic development*: Four MCO-served countries (Kiribati, Solomon Islands, Tuvalu, Vanuatu) qualify as Least Developed Countries (LDCs), while 14 are classified as high income economies (Singapore, Brunei, Cayman Islands, British Virgin Islands, Bermuda, Palau, Antigua and Barbuda, Aruba, Bahamas, Barbados, St. Kitts and Nevis, Trinidad and Tobago, Turks and Caicos Islands, Sint Maarten).* Singapore has the highest GNI per capita at $53,504, while Solomon Islands has the lowest at $1,763.[1]

- *Human development:* Ranking of countries along the Human Development Index varies widely from Singapore (ranked 9th in the world) to the Solomon Islands, Vanuatu and Kiribati (ranked 152nd, 138th, and 134th of 189 countries respectively respectively). [2]

Country Characteristics

- *Population and size*: The 41 countries and territories have populations that range from less than 2,000 (Tokelau and Niue) to 32 million (Malaysia). [3]

- *National Capacity:* MCO-served countries vary widely in national capacity with several smaller countries having very limited capabilities.

- *Remoteness and connectivity:* The level of flight connectivity varies widely by region. The Pacific is connected by infrequent, long and expensive flights; the Caribbean has expensive, but daily flights available; and Malaysia and Singapore have access to a wide variety of international and regional flights.

- *Country versus territory governance:* MCOs cover both independent countries and territories. While these share development challenges they differ substantially in funding flows, administrative autonomy, and political structures.

An effective operating set-up of Multi-Country Offices must be tailored to the specific needs and characteristics of each region and country.

*Based on the World Bank Group's classification of countries. Note that OECD/DAC follows the World Bank methodology, however, graduation for DAC requires meeting multi-year GNI targets. Palau, and Antigua and Barbuda will not be formally classified as high-income until 2020.

However, countries covered by MCOs share many characteristics and priorities, particularly SIDS

The development priorities of SIDS are well established in the SAMOA pathway

SAMOA Pathway Priority Areas

- Sustained and Sustainable, Inclusive and Equitable Economic Growth with Decent Work for all
- Climate change
- Sustainable energy
- Disaster Risk Reduction
- Oceans and Seas
- Food Security and Nutrition
- Water and Sanitation
- Sustainable Transport
- Sustainable Consumption and Production
- Management of Chemical Waste, including Hazardous Waste
- Health and Non-communicable Diseases
- Gender Equality and Women's Empowerment
- Social development
- Biodiversity
- Invasive Alien Species
- Means of Implementation, including Partnerships

Illustrative Indicators

9 of the top 10
countries with the highest rates of diabetes are small island states. 6 of 10 are served by MCOs.[4]

3 of the top 6
countries with the highest health expenditure as a % of GDP are SIDS and served by MCOs.[5]

9 of the top 20
countries with the highest homicide rates are SIDS. 8 of the top 20 countries are served by MCOs.[6]

$835 Million
is the average annual loss attributable to hurricanes alone in the Caribbean.[7]

16 of the top 25
countries with the highest physical exposure to tropical cyclone wind are served by MCOs.[8]

8 of the top 20
countries with the highest scores for risk and vulnerability are served by MCOs.[9]

> The development challenges of MCO-served countries are significant. A renewed focus is needed to enable SIDS in particular to achieve national development objectives, Agenda 2030, and the SAMOA Pathway priority areas.

While many SIDS and other MCO-served countries have seen a rise in GDP, a core underlying factor impacting their development is their shared vulnerability

Many MCO served countries and territories, including SIDS, have seen **notable economic growth** in recent years. Thirty of the MCO-served countries and territories are now considered high-middle income or high-income countries by the World Bank.*

However, these hard-fought economic gains are particularly at risk because of **high vulnerability to external shocks**:

- 22 of 29 MCO-served countries and territories ranked among the top-50 countries most vulnerable to shocks.[10] *(see graph)*

- High vulnerability to shock is tied to frequent exposure to **natural disasters** exacerbated by climate change, and shocks related to external **economic forces, conflict, migration**, and other factors.

- These countries and territories face **major structural impediments** to sustainable development and resilience including limited availability of human capital, geographic isolation and connectivity challenges, and a narrow economic focus dependent on a limited number of sectors or exports.

"We are already losing islands to climate change...***We are a ticking time bomb***, and the security implications of climate change here are tremendous. We need to be planning for the realities of this future. We need to see the UN flag flying."

- Pacific government official

EVI compared to GNI

Gross National Income (USD in 1,000s) per capita

Singapore

Bahamas

Marshall Islands

Palau

Kiribati

Less vulnerable

More vulnerable

Economic Vulnerability Index (EVI)

● MCO served SIDS   ○ Other countries
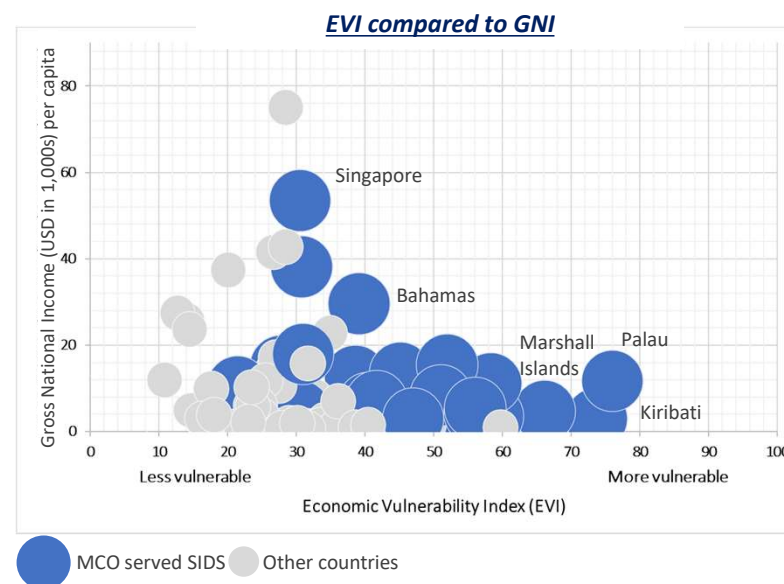
Case-in-point: Hurricane Maria in Dominica

In September 2017, Hurricane Maria struck Dominica as a category 5 storm. In a matter of hours the storm caused $1.3 billion in losses across the island, the equivalent of 224 percent of GDP. Maria caused widespread damages to infrastructure, housing, and agriculture sectors.[11]

*World Bank Group classification is based on GNI/capita. OECD/DAC follows World Bank methodology, however, there exist some differences based on data availability and timing of the DAC graduation process (e.g. Cook Islands is not included in World Bank lists).

More is needed for MCO served countries and SIDS to advance Agenda 2030 and deliver on the SAMOA Pathway

- Despite **persistent and unique development needs**, and extreme levels of vulnerability in some regions, total development support is stagnant or sometimes shrinking (see graph for total ODA commitments inclusive of humanitarian/disaster support*).

- **Lack of ODA including declining access to concessional finance is combined with high levels of debt** in some MCO served countries, which have limited access to international financial markets and the funds required to pursue national development priorities.

- The combination of high vulnerability, persistent development challenges, and exposure to economic, social, and environmental shocks **threaten progress in the achievement of Agenda 2030 and the SAMOA pathway.**

Total ODA commitments to MCO served countries by region ($M)*

KEY
- Caribbean (including El Salvador)
- Pacific
- AIMS

$USD Millions — Year (2008–2017)

Source [12]
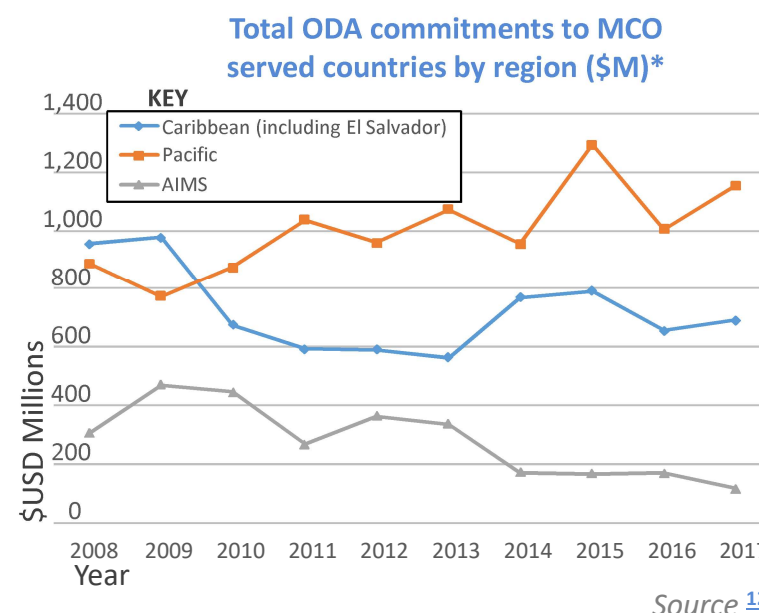
> "Take into consideration our *vulnerabilities as SIDS* instead of High Income Country status."
> - AIMS government entity

> "Our middle income status has really changed access. There seems to be a *misalignment between the financing architecture and the development architecture*."
> - Caribbean government entity

> **More is needed for the UN development system to effectively support countries in MCO settings to deliver on national development objectives, Agenda 2030 and the SAMOA Pathway.**

Note: Total ODA commitments includes emergency & humanitarian support, likely skewing data upward for highly vulnerable SIDS prone to natural disasters.

Countries surveyed indicate that the UN is valued, however, more can be done to improve the support to governments

- The majority of countries surveyed feel **"Very Satisfied" or "Somewhat Satisfied" with the UNDS tailored support** received in pursuit of the 2030 Agenda and/or the SAMOA Pathway priorities.

- However, gaps in support for SDGs and the SAMOA Pathway persist, particularly on key issues like accessibility to **sustainable energy**, **climate change**, **decent work** and **economic growth**.

"How satisfied are you with the UN development system in providing the tailored support required by your country in the pursuit of the 2030 Agenda and/or the SAMOA Pathway priorities?"

Neither satisfied nor dissatisfied, 29.4%

Somewhat satisfied, 41.2%

0%   20%   40%   60%   80%   100%

Legend

Very Dissatisfied ◻ ◻ ◻ ◻ ◻ ◻ ◻ Very Satisfied

Top gaps in UN support for SDGs

12%	12%	12%	10%	7%
Affordable and clean energy	Decent work and economic growth	Partnerships for the goals	Climate action	No poverty

SDGs

Top gaps in UN support for SAMOA Pathway

15%	14%	11%	8%	8%
Sustainable energy	Climate change	Oceans and seas	Sustainable consumption and production	Disaster risk reduction

Priority Areas
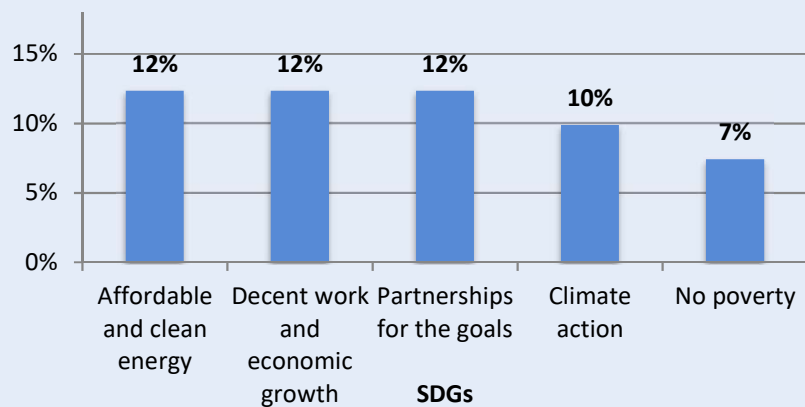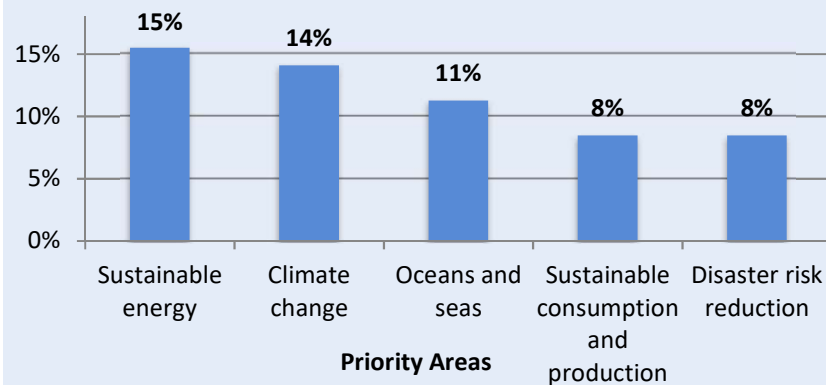
▶ **Improvement in the support provided to governments is needed for the UN development system to fill gaps and help governments deliver on SDGs and the SAMOA Pathway.**

This review examines the effectiveness of MCOs in responding to country and territory needs, and supporting their efforts to realize the 2030 Agenda and the SAMOA Pathway

Mandate of the Review

General Assembly resolution 72/279 on the UNDS repositioning called for a review of *"the configuration, capacity, resource needs, role and development services of multi-country offices, in full consultation with the countries involved,"* to improve the contribution of the offices to country progress in achieving the 2030 Agenda.

This mandate followed and reiterated the call in the 2016 QCPR, which also asked to *"consider, where possible and appropriate, limiting the number of countries under the coverage of each multi-country office."*

Review Objectives

- Understand *current limitations* of MCOs in delivering on Agenda 2030 and other relevant intergovernmental frameworks, such as the SAMOA Pathway;
- Explore whether and/or how MCOs should be *improved and/or enhanced and scaled up* for this purpose;
- Consider how MCOs should be set up to be both *fit for purpose and financially sustainable*;
- Examine issues related to *delivery, effectiveness, impact and efficiencies* of the UN development system in MCO institutional arrangements; and
- *Recommend solutions* to address challenges and seize opportunities through the design of improved MCOs.

Approach of the MCO Review

2

The review has been an extensively inclusive exercise, rooted in evidence-based analysis

41

All 41 MCO-served countries/territories were engaged through in-country or remote consultations

150+

*Over 150 in-person and remote meetings were held with **550+** individuals*

15

15 countries were visited during the consultation process

22

Agencies, Funds, and Programmes participated through UNCTs, or attended and joined meetings

41

Governments engaged through a survey (34 governments responded)

The review also benefited from the support of a Senior Level Steering Committee including Member States and a Reference Group including RCs and individuals from UN agencies, funds and programmes

Senior Level Steering Committee	• Provided overall strategic guidance in line with the QCPR and UNDS reform resolutions, as well as global and regional intergovernmental frameworks; • Served as a sounding board on findings and recommendations; and • Provided assurance that the review approach and methodology was robust and impartial, and the framing and content was relevant and addressed the inputs and interests of the key stakeholders involved.
Reference Group	• Advised on the process and the products through geopolitical and operational expertise; • Supported the work with feedback on the draft inception and draft reports, including by ensuring errors of fact, omissions or interpretation were identified and addressed; and • Joined the MCO Review Team in select field missions, as needed, and supported consultations.

MCO Review Team

The review team was responsible for the day-to-day execution of the review and was comprised of members of the **UNDS Transition Team**, **international independent consultants**, and an **external contractor**. The Review Team members brought together understanding of the MCOs and UN development system's repositioning context, as well as independence and objectivity.

Findings & Recommendations

3

Through consultations, and analysis of studies and data, four categories of findings have emerged

1 Leadership and tailored UN support to each country and territory

2 Scope for stronger regional and global support and synergies
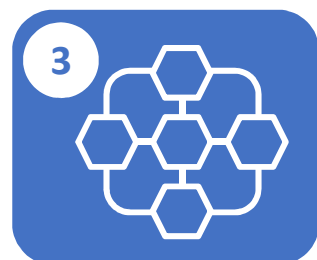
3 Improvement of MCOs to ensure effective engagement and support

4 Resources to address development needs and coordination

The following slide provides a high level summary of what we heard during consultations and through an online survey. These summaries are followed by detailed findings and recommendations aligned to the four categories.

Consultations have identified key findings in four categories

Categories	**Findings (summary)**

1 — Leadership and tailored UN support to each country and territory

- Countries seek **coordinated development support**, with **clear entry points and understanding** of the integrated UN value proposition.
- Countries seek **clear communication lines** with the UN.
- **Country agreements between the government and the UN are not always** in place and/or or are not sufficiently tailored to specific country requirements.

2 — Scope for stronger regional and global support and synergies

- SIDS seek **greater advocacy and access** in the global arena.
- Country- and territory governments and UNCTs do not always have **access to the UN's regional capacities.**
- There is **potential for greater synergies with non-UN intergovernmental regional and sub-regional organizations.**

3 — Improvement of MCOs to ensure effective engagement and support

- The needs and characteristics of each MCO setting are unique, requiring **an approach that is tailored and custom-made**.
- **RCs and RCOs must have the leadership, skillsets, knowledge** and support required to enable UNCTs to serve all countries covered.
- **UN development system presence** must be adjusted according to countries' vulnerabilities, connectivity and services required.

4 — Resources to address development needs and coordination

- A **lack of programme funds** impairs the ability of UN agencies to fully support countries to deliver on Agenda 2030 and the SAMOA Pathway.
- MCOs must have additional **funding for coordination activities aligned with the number of countries covered.**

There are 13 main recommendations associated with the four categories of findings

Categories of Findings

Recommendations

1 Leadership and tailored UN support to each country and territory

- **A** Develop country-specific agreements between the UN and each government for appropriate and coherent support
- **B** Ensure clear role and expectations as well as attention to recruitment and induction of RCs serving in MCOs
- **C** Establish a UNCT for each country to adequately address country needs on an ongoing basis
- **D** Increase RCO capacities given development needs, number of countries covered, and connectivity

2 Scope for stronger regional and global support and synergies

- **A** Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels
- **B** Strengthen UN capacity to engage with regional and sub-regional intergovernmental organizations
- **C** Strengthen DESA and OHRLLS capacities for analytical support and advocacy for SIDS

3 Improvement of MCOs to ensure effective engagement and support

- **A** Consider appropriate repositioning of AFPs capacities to increase engagement, accountability, and response
- **B** Tailor the country and territory coverage of RCs and MCOs to what is appropriate for each context
- **C** Increase UN presence in the North Pacific
- **D** Increase outposted capacities in the Caribbean

4 Resources to address development needs and coordination

- **A** Ensure dedicated funding rounds under the Joint Fund for the 2030 Agenda tailored to issues that impact SIDS
- **B** Ensure that resourcing of RC offices in MCOs corresponds to geographic coverage and responsibilities

Leadership and Tailored UN Support to Each Country and Territory

3.1

Note to the reader:

- The following sections review the findings associated with each recommendation, as well as provide detail for each recommendation.
- Readers can follow the structure of these through the navigation at the top of each page (see below).
- These navigation panels (with 1A, 1B, 1C, 1D below) match the recommendations structure outlined in
- Recommendations pages are specifically labeled as such with a blue bar down the side of the page.

Navigation panel at the top of every page

1 Leadership
A B C D

1

Leadership and tailored UN support to each country and territory

A Develop country-specific agreements between the UN and each government for appropriate and coherent support

B Ensure clear role and expectations as well as attention to recruitment and induction of RCs serving in MCOs

C Establish a UNCT for each country to adequately address country needs on an ongoing basis

D Increase RCO capacities given development needs, number of countries covered, and connectivity

Final draft

The shape and specificity of regional-, country- and territory-specific agreements varies widely between MCOs

Pacific	Caribbean	AIMS
• **Regional UN agreement:** "United Nations Pacific Strategy (UNPS) 2018-2022, a multi-country sustainable development framework in the Pacific region." • Signed by all 14 MCO-served countries and territories. • Outlines six outcome priority areas and a financing strategy. • Describes business operations across the region. • **Country-level agreements:** The Pacific MCOs do not currently prepare country level agreements.	• **Regional UN agreement:** "United Nations Multi-country Sustainable Development Framework in the Caribbean 2017-2021" • Signed by 18 countries and territories, including Guyana, out of 22 countries. • Outlines four priority areas with eight outcomes. • **Country-level agreements:** MSDF has been operationalized at the country level through Implementation Plans. • There are Country Implementation Plans (CIPs) for Jamaica, Belize, Trinidad and Tobago, and Suriname. • There is a Sub-Regional Implementation Plan (SIP) for all of the OECS countries and Barbados. • There are no CIPs covering Aruba, Curacao, Sint Maarten, Turks and Caicos, Cayman Islands, and Bahamas. • El Salvador has a standalone UNDAF.	• **Malaysia:** "UN SDG Framework 2018-2020" outlines the areas of support to Government. The framework is not formally signed by the government. • Country agreements between the government and the UN do not currently exist with **Singapore** and **Brunei**. • The **Seychelles** and **Mauritius** both have agreements with the UN named Strategic Partnership Frameworks *(both 2019 – 2023)*.

The majority of countries served by MCOs do not have country-specific agreements with the UN, which potentially decreases the level of accountability and responsiveness of UN programming to country objectives.

Perceptions on the relevance and effectiveness of region- and country-specific planning practices vary across MCOs

Applicability & relevance of regional frameworks

- Many countries and UN staff expressed that regional frameworks (Multi-Country Sustainable Development Framework and the UN Pacific Strategy) were relevant, but not adequately responsive to their needs to be practical.
- Some consulted parties stated that the regional frameworks were valuable tools for increasing regionalization and regional approaches, and also serve as a useful tool for accessing the UN system.

Specificity of plans to country needs

- The presence of country plans varies widely across MCOs:
  - The Pacific UNPS covers the 14 MCO-served countries and territories, but has not been translated into country-specific plans. The Pacific MCOs are working toward complementing the UNPS with country frameworks that add country-specific outputs to enable country-specific reporting.
  - The Caribbean MSDF covers 17 of 22 MCO-served countries and territories. Under the MSDF, there are four country-specific CIPs, and one sub-regional implementation plan (SIP) that covers 10 countries and territories.
  - Four MCO countries (El Salvador, Malaysia, Mauritius, and Seychelles) have their own UNDAFs or UNDAF-like frameworks.

UN development system capacity

- UN AFP staff, who often serve many countries, have limited capacity to engage in a fully-fledged UNDAF/UNSDCF-like process for each country and territory served by an MCO.
- Some UNCTs/RCs have developed innovative approaches to participatory country planning (see case in point of Belize).

"In principle it is nice to have frameworks, but *we don't have a lot of contact with [the MSDF]*"
- Caribbean government entity

"Don't kill the MSDF! We are more effective in leveraging resources and working with regional institutions *if we are linked together*."
- Caribbean UN staff

"The UN takes a *one-size-fits-all approach in the current UN Pacific Strategy* which misses the whole point of the varying level of vulnerability and development in our region."
- Pacific government entity

Case in point:
Belize Joint National Steering Committee (JNSC)

Since 2016, the UN system in Belize has established the JNSC with Government and Civil Society Organizations to:
- Provide oversight of UN interventions.
- Act as a consultative forum for implementation and monitoring of the SDGs.
- Take stock of progress, lessons learned and results.
- Discuss emerging issues and serve as a conduit for policy development by the government at the cabinet level.
- Assess the continued relevance and alignment of UN support with key priorities affecting human development.

The lack of a standardized country agreement practice across MCOs has led to innovative solutions, however these solutions are not always responsive to all countries and territories served.

> ## Recommendation: Develop country-specific agreements between the UN and each government for appropriate and coherent support

- **Adopt country-level agreements in all MCO served countries:** In MCO settings, the UN development system should maintain the country focus that typically characterizes UN development services provided globally. To create a clear role for the UN and deliver tailored development services that respond to the unique needs of every country covered by an MCO, it is critical to develop a clear, tailored and unique agreement with each government. For specifics on funding for such planning activities, see Section 4B.

- **Take a nimble approach to country agreements**: In smaller countries and territories, with limited national capacity and a smaller base of programming, the UN should adopt appropriate country/territory-specific strategies and/or implementation plans derived from national development plans and regional strategies such as the UN Pacific Strategy and the Multi-Country Sustainable Development Framework for the Caribbean.
  - These should take the form of a light planning or strategy document (2-10 pages) appropriate to the specific country/territory context. These documents could be framed by the priorities identified in the regional strategy and would articulate UN joint actions in response to the specific priorities of a country or territory. Where applicable, they should also specifically include regional or sub-regional programs.
  - These planning documents could be developed through comparatively brief workshops bringing together government(s) and relevant UN entities (physically or via VTC).

- **Improve current plans/strategies:** Where country implementation plans do exist, RCs should examine their relevance, understand why some do not provide governments the instrument they need to effectively work with the UN, and engage governments and relevant entities to strengthen the UN agreement. As part of a larger review, the UN development system should examine current country implementation plans adopted in the Caribbean and other small states, compare these against UNDAF requirements, and identify best practice approaches to light country planning. The practices should be documented and implemented as formal guidance for MCOs and other small countries.

> "The UN needs to set itself up for lighter— more quick and responsive— programming. We recently moved away from annual CIP to bi-annual CIP to lighten the reporting load."
>
>   - Caribbean UN staff

Recommendation

The role of the RC in MCO settings is critical to coordinate the development services of the UN to advance Agenda 2030

- MCO RCs play a critical leadership role in supporting each country/territory to access the UN development system and enable delivery of relevant and effective country-specific support to achieve the 2030 Agenda.

- MCO RCs require knowledge of complex country dynamics as well as regional and sub-regional priorities.

- MCO RCs also require enhanced leadership and skillsets to mobilize, draw on and coordinate agencies, funds, and programmes offer and expertise, particularly at regional and sub-regional level.

- Not all RCs are clear on the expectations of country priorities, level of engagement, and allocation of limited resources for the countries they serve.

> "We have to work hard from our end to coordinate the UN work."
> — Pacific government entity

> "*The UN RC Office has been crucial in connecting the government with the agencies on the ground and delivering more coordination within the UN*. However, more UN coherence is needed. There are still gaps in terms of multi-agency programming, for example.
> — Caribbean government entity

> "[We] have established MOUs with approximately six UN agencies in the last two years… *The UN should collaborate as one*.
> — Caribbean development partner

> RCs play a critical role in connecting country and territory governments and development partners to UN AFPs and services. There are, however, mixed perceptions on the effectiveness of UN collaboration and coordination.

Ensure clear role and expectations as well as attention to recruitment and induction of RCs serving in MCOs

There is room for improvement in RCs' support to MCO-served governments, particularly those outside of MCO hubs

According to the MCO Review Survey (2019), MCO-served government entities generally felt neutral about the level of interaction with the RC, though ***governments of the countries where the RC is based (MCO hubs) reported much higher satisfaction.*** Governments feel more ***positive about the RC's understanding of their unique priorities***, though a gap remains between MCO hubs and other countries served.

"The Resident Coordinator or their representative interacts with my government with an appropriate level of frequency"

3.5

Non-hub **3.3**
MCO Hub **4.6**

Response Count

"The Resident Coordinator's office understands my country's priorities"

3.7

Non-hub **3.6**
MCO Hub **4.1**

Response Count

Legend

Disagree ▮▮▮▮▮▮▮▮▮ Agree
1   2   3   4   5
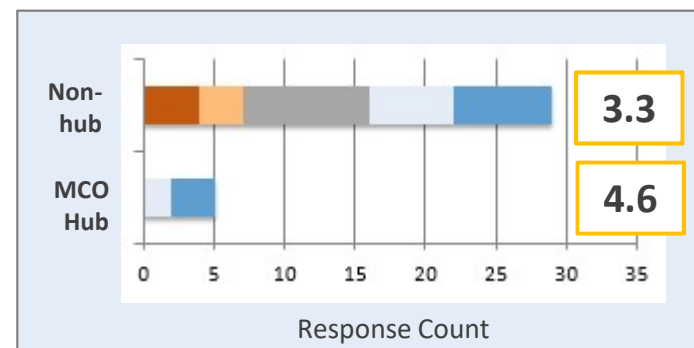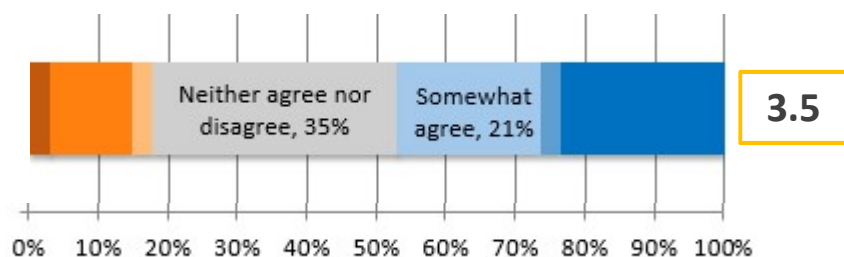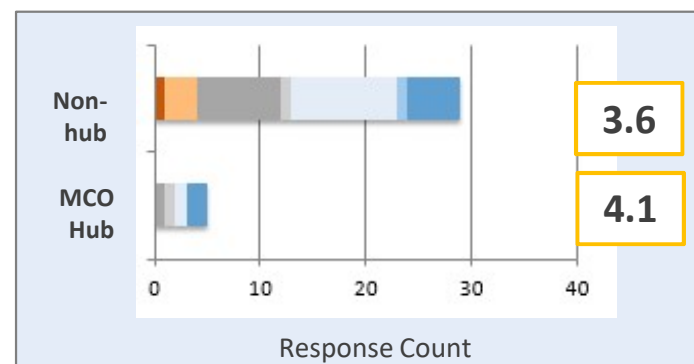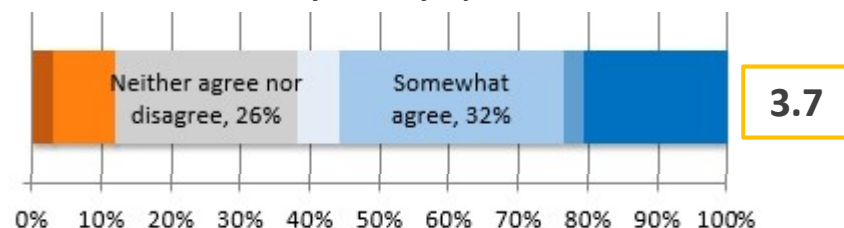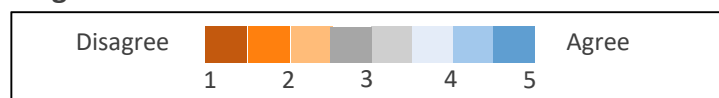
Response Avg.

Source: MCO Review Survey [13]

The role of the RC and UNCT members in an MCO context is substantially more complex due to multiple accountabilities to different country governments

**MCO RC/UNCT
(simplified & illustrative)**

**Standard RC/UNCT
in a non-MCO setting (simplified)**

Country Government

Country Government

Resident Coordinator

United Nations Country Team (UNCT) members

Territory Government

Country Government

Country Government

Resident Coordinator
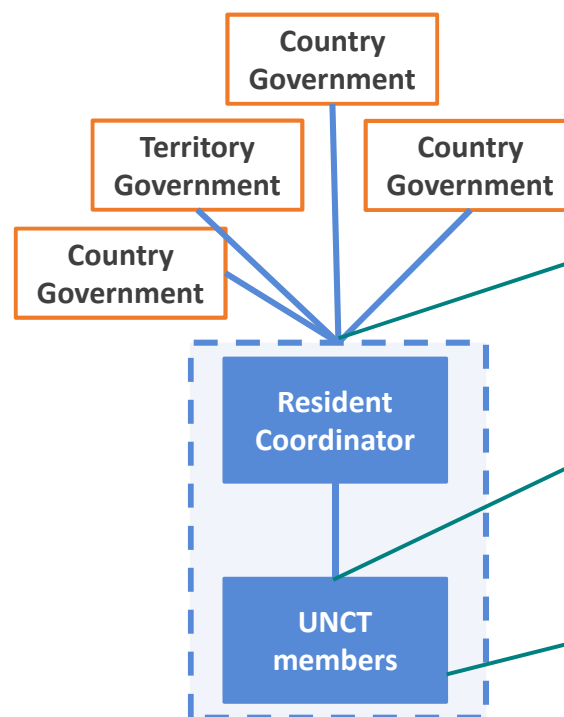
UNCT members

How does this impact how RCs interact with their UNCTs?

MCO RCs are responsible for serving several countries; some serve as many as 10 countries and territories.

UNCT members do not have the same geographic coverage as RCs. Therefore, the composition of the UNCT members is often inconsistent across countries served.

UNCT members are often non-resident and sometimes based outside of the MCO geographic coverage, complicating accountability between the RC and the UNCT.

MCO RCs must have increased leadership capacity and skills, in line with attributes described in the United Nations System Leadership Framework, to enable effective management of the complexities found in MCOs.

Recommendation: Ensure clear roles and expectations as well as attention to recruitment and induction of RCs serving in MCOs

The expectations of RCs in multi-country settings must be more clearly communicated in job descriptions and during recruitment and induction

Expectations to reinforce during RC recruitment & induction	Example excerpts of the RC Job Description that may need further elaboration for the MCO context
Leadership • Emphasize that strong leaders and collaborative leadership qualities are required in MCO settings to effectively advance the 2030 Agenda in all countries served. • This entails a model of leadership that is collaborative and with specific attributes and skillsets that are critical in the multi-country complex MCO environment. **Responsibilities to all countries** • Emphasize RCs are responsible for serving, coordinating, and reporting to all countries served by their MCO. • Emphasize that RCs are responsible for leading UN Country Teams to develop country and territory analysis and light plans for each country and territory (see recommendation 1A).	• "The RC… reports annually to the host Government on the system-wide implementation of the UNSDCF" • "Leads the UN country team in the development, monitoring and reporting on the UNSDCF, and enables the UN Country Team's implementation of the UNSDCF, in full consultation with Government, and through engagement with diverse partners" • "When appointed as Designated Official, ensures effective coordination of country-level security" • "Advances, with the UN Country Team, country-specific measures to promote UN common business operations, including common premises and back-offices, to enable joint work and generate greater efficiencies, synergies and coherence"

RCs in MCOs work with a large number of non-resident stakeholders: UN, government, and development partners. This can create challenges in terms of accountability and requires RCs to have strong leadership skills to effectively lead in in-person and remote interactions.

Recommendation

> **Recommendation:** Ensure clear roles and expectations as well as attention to recruitment and induction of RCs serving in MCOs

The role of RCs in MCO contexts must be clarified in their job descriptions

Specific areas to consider for clarification include the following:

▶ **Responsibilities of RCs and UNCT members to countries served.** The responsibilities towards each country under an MCO should be clearly articulated.

▶ **Responsibilities of UNCT and RCs in MCO settings.** The leadership structures and geographic coverage of UNCT members may not match those of MCOs. RCs and AFPs require clear accountability processes for engaging relevant entities and individuals.

Recommendation

The MCO arrangements vary by region and within regions

In the **Caribbean,** there are four RCs and six UNCTs.

- The RC based in Trinidad and Tobago (T&T) leads a UNCT for T&T and another one for Suriname.
- The RC based in Barbados leads a UN Sub-regional Team (UNST) covering Barbados and the OECS countries (10 countries).
- The RC based in Jamaica leads a UNCT for Jamaica.
- The RC based in El Salvador leads a UNCT for El Salvador and another one for Belize.

In the **AIMS** region, there are two RCs and two UNCTs.

- The RC based in Mauritius leads a UNCT that covers both Mauritius and the Seychelles.
- The Malaysia MCO RC leads a UNCT for Malaysia. Singapore and Brunei do not have dedicated UNCTs.

In the **Pacific,** there are two RCs and one integrated UNCT

- The RCs based in Samoa and Fiji co-lead a UNCT that covers 14 countries and territories.
- Most countries host Joint Presence Offices (JPOs) and some country-based staff have organized themselves into UN Local Teams.

> **UNCT composition, staffing and country coverage vary within and across MCOs** because AFPs determine their presence, scope and capacities based on their mandates and strategies.

Establish a UNCT for each country to adequately address country needs on an ongoing basis

The variety of MCO arrangements have resulted in a variety of country support

The lack of specific UN country agreements with each government served by a MCO often results in a lack of clear understanding of the unique development contexts, needs and response required by each country.

Countries and territories where MCOs are not based and with limited UN presence are most likely to feel unsure of the services offered by UN agencies and that they lack a UN point of contact.

"[It is] important for the UN to first listen to what our needs are and then offer where support is possible, as well as to keep open lines of communication and share information in a timely, easily accessible fashion."
— Pacific government entity

Countries where RCs, RCOs and the majority of AFPs are based tend to benefit from more and better attention and support by the UN development system.

The use of remote means (such a VTCs) is not leveraged enough to better connect MCO hubs with the governments of non-MCO hubs and with outposted UN capacities

Recommendation: Ensure UNCT dedicated attention to each country to adequately address country needs on an ongoing basis

Create dedicated UNCTs for each country/territory served by an MCO

- UNCTs should *operate with dedicated country focus*, convening regularly around country-specific issues derived from country-specific agreements or national development plans.

- UNCTs should *include relevant resident and non-resident agencies*, and meetings can be convened, at an appropriate frequency, in person, via VTC/ teleconference, or via other solutions in a manner designed to balance the level of effort for UNCT members.

- *Periodic regional or sub-regional UNCT meetings* of entity representatives tackling issues of relevance to several countries at a time should serve as a complement to country-dedicated UNCT meetings.

Recommendation

As a result of organic development, RC offices vary in size, location, and responsibilities.

The nature and capacity of RC offices vary across MCO served regions, as described below. Detailed depictions of each region are displayed on subsequent slides.

Pacific	Caribbean	AIMS
• There are two RCs overseeing two RC offices in the Pacific. • In the nine non-MCO hub countries of the *Fiji MCO* and two (of three) non-MCO territories of the *Samoa MCO*, Joint Presence Offices (JPOs) were established by UNDP, UNFPA, UNICEF, and UN Women. Within the JPOs, Country Coordination Officers (CCOs) and Specialists have played an important role in not only coordinating activities on behalf of the four JPO UN entities, but also acting as the in-country point of contact for the entire UN vis-à-vis governments and development partners.	• There are four RCs in the Caribbean that oversee six RC offices. • RC offices are in place in the four countries that serve as MCO hubs. • In addition, Belize and Suriname also host a RC office, under the leadership of the RCs based, respectively, in El Salvador and Trinidad and Tobago. • Belize and Suriname are the only two MCO countries with RC office personnel outside a MCO hub country. These RC offices are typically small, and consist of 1-2 coordination professionals that provide in-country coordination support.	• There are two RCs overseeing two RC offices in the AIMS region. • All RC office personnel are located in the MCO hubs.

In the Pacific, Fiji has the largest presence of coordination personnel. JPOs provide for expanded coordination presence.

KEY

🧍	RC office coordination personnel
🧍	JPO Country Coordination Officer/Specialist
🧍	Resident Coordinator

Palau

FSM

RMI

Kiribati

Nauru

Solomon Islands

Tuvalu

Vanuatu

Tokelau

Fiji

Samoa

Niue

Cook Islands

Tonga

Samoa MCO

Fiji MCO
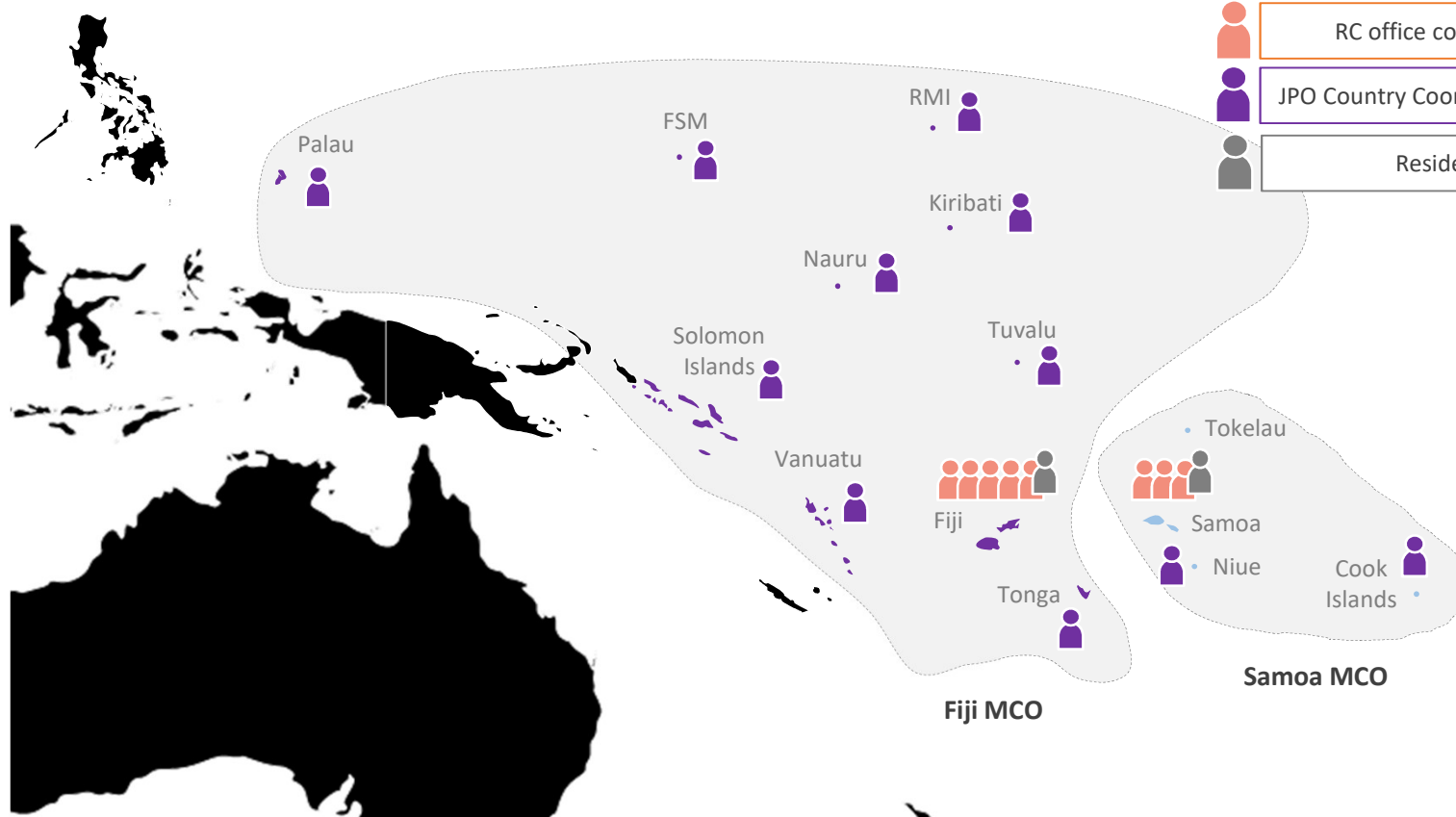
As a result of their broad geographic coverage, the JPO CCO/Specialist presence across the Pacific has helped UN system engagement and understanding of the needs of each country and territory. JPOs are however outside the remit of the RC system.

1 Leadership A B C D
2 Regional & Global A B C
3 Improvement A B C D
4 Resources A B

Increase RCO capacities given development needs, number of countries covered, and connectivity

Final draft

RC offices in the Caribbean vary in composition due to their organic development and recent delinking from UNDP

KEY

🧑	RC office coordination personnel
🧑	Resident Coordinator

Belize

Barbados MCO

Jamaica

Barbados

Jamaica MCO

El Salvador

El Salvador MCO

Trinidad & Tobago

Trinidad & Tobago MCO

Suriname
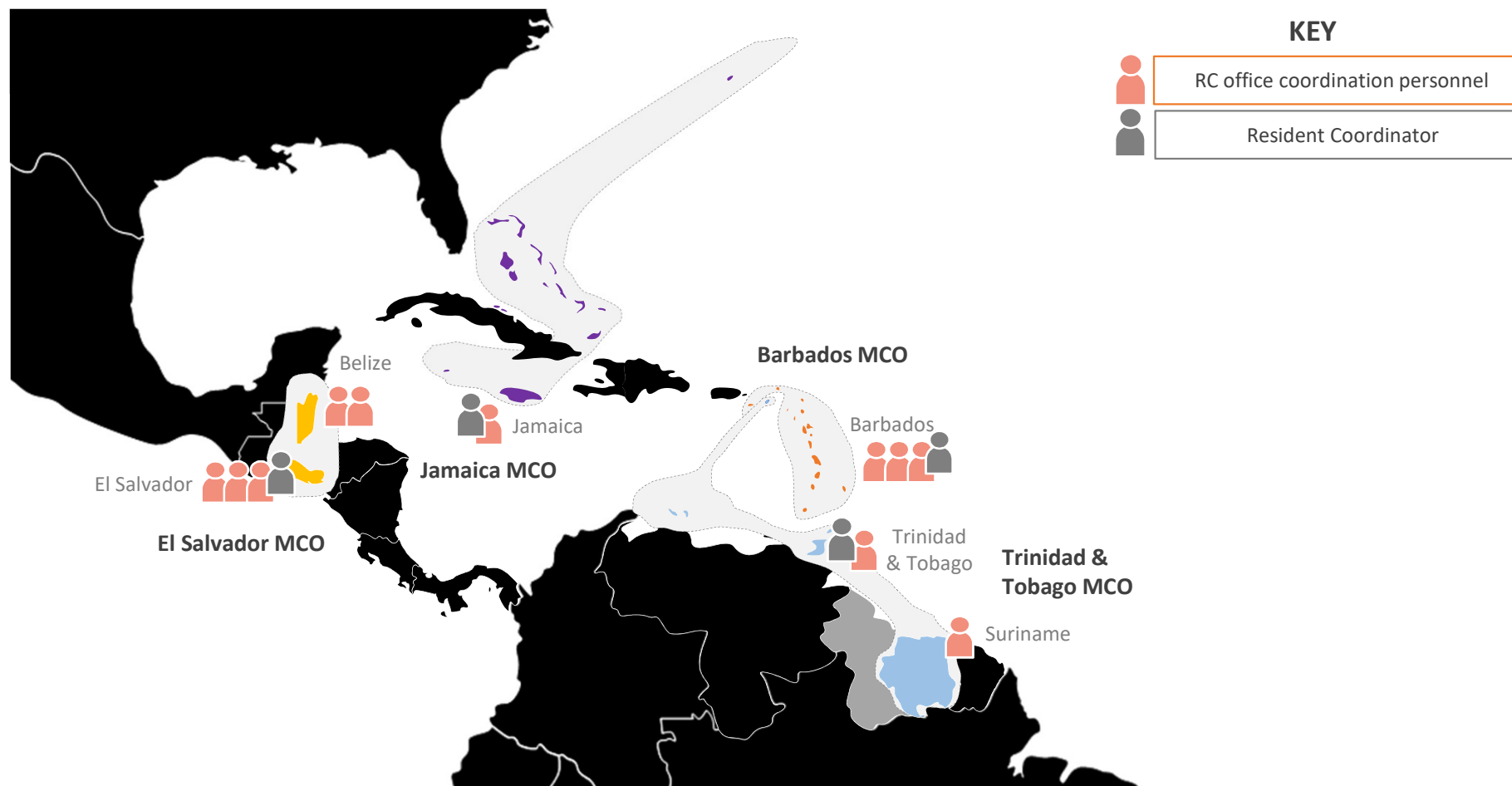
> **Coordination professionals are present in 6 of 22 LAC countries and territories covered by MCOs.**

Increase RCO capacities given development needs, number of countries covered, and connectivity

The RC offices in AIMS MCOs concentrate coordination personnel in the countries where the RCs are based

KEY

🧑	RC office coordination personnel
🧑	Resident Coordinator

Mauritius MCO

Seychelles

Mauritius

Malaysia MCO

Malaysia

Brunei

Singapore
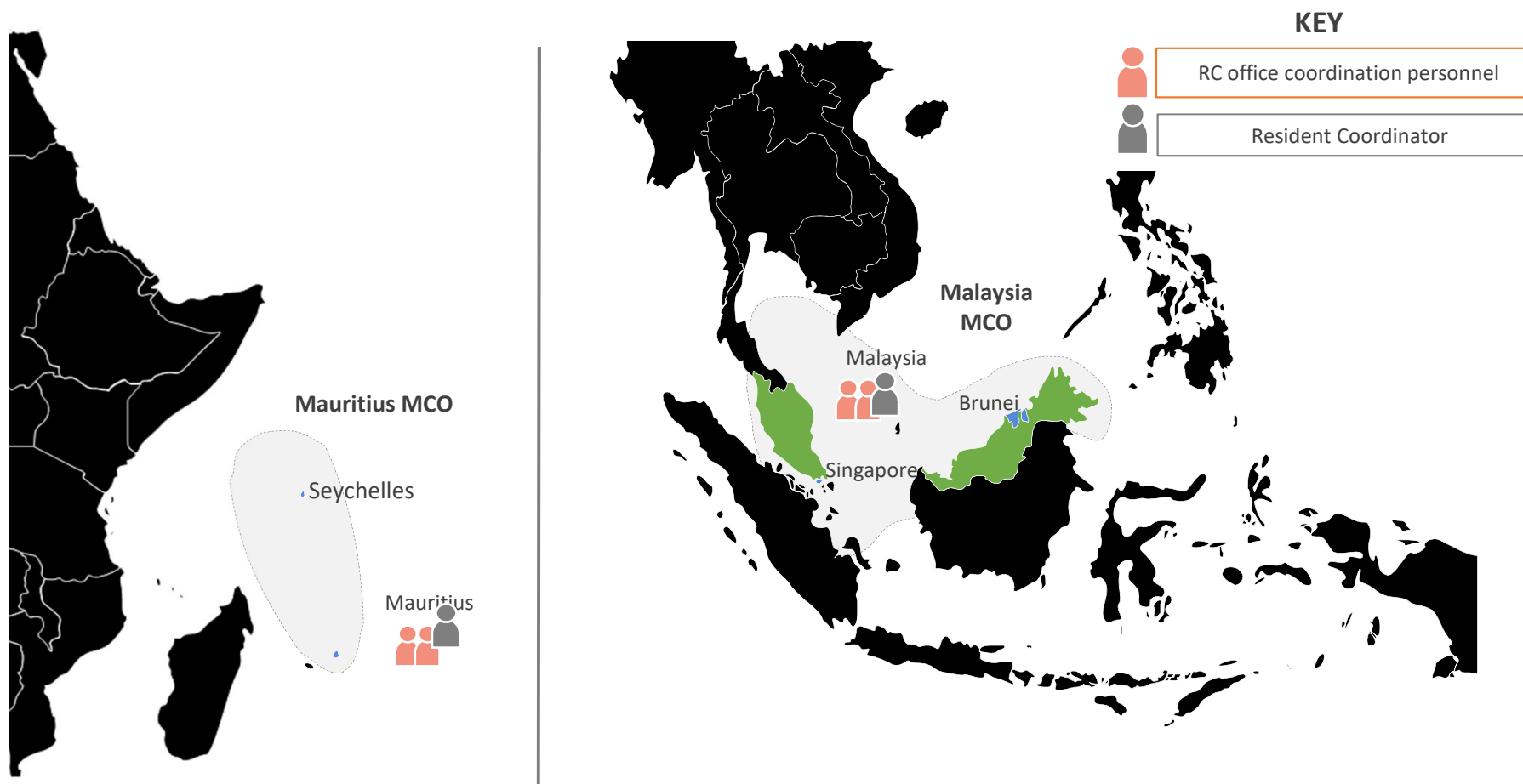
All coordination personnel in AIMS are based in the two MCO hubs.

RC office personnel enable effective coordination of UN entities and can improve the relevance of services delivered

Consulted governments discussed the importance of coordination personnel in providing:

- **Country knowledge and insight:** Presence of in-country coordination personnel (e.g. JPO Country Coordination Officers and Specialists, or other remote RC office staff) was frequently cited as highly beneficial, particularly in countries where the RC is non-resident. These individuals are critical to maintaining local relationships, and have relevant knowledge of evolving government contexts and priorities.
- **Effective coordination:** Coordination personnel manage day-to-day relationships with stakeholders in countries, and are essential to mobilizing and integrating UN activities in countries with multiple agencies, funds, and programs. This function can help mitigate the challenges of limited national capacity in some MCO countries by streamlining access to and communication with the UN development system. While it does not replace the benefits of an RC, having in-country personnel can facilitate strong and continuous communication with country governments.

Governments and UN staff in countries and territories with non-resident RCs and RCOs reported varying levels of success and needs in leveraging UN support:

> "*The UN RC's office is accessible*. The staff are pleasant, responsive, and knowledgeable."
>
> – AIMS government entity

- Caribbean government representatives indicated that robust telecommunication tools enable effective remote coordination support, and the responsiveness of the RC to country requests was more important than their physical presence in-country. Responsiveness was likely enabled by both connectivity and close physical proximity. In some instances, a RC and RCO staff in the region can fly to one of her/his country covered in the morning, work and be back in her/his hub by the evening.
- Several Pacific governments emphasized the importance of UN physical presence due to remoteness of countries from MCO hub and cultural expectations for face-to-face contact. In these countries, it takes both time and resources to travel from one country to another. In addition, governments and UN staff stated that remote coordination is less effective because people are accustomed to, and prefer, in-person interaction.

Consultations however revealed that countries with non-resident RCs and RCOs would appreciate a **diversification of the skillsets and geographic representation in their RCOs**. They view the RCO as an important entry point to the specific UN expertise they require, and also as a vehicle to both inject nationals who can enable a deeper understanding of their needs and advance their causes, and who can grow within the UN as a capacity-building exercise that can eventually be utilized by a country government.

| 1 | Leadership | 2 | Regional & Global | 3 | Improvement | 4 | Resources |
| A B C D | | A B C | | A B C D | | A B | |

Final draft

Increase RCO capacities given development needs, number of countries covered, and connectivity

MCO-served governments provided mixed feedback on their interactions with the RC office

"How often does your government interact with personnel of the Resident Coordinator's office serving your country?"

Survey respondents reported vastly different interaction frequencies with the RC office in countries that are MCO-hubs and those that are not. It is possible the respondents are not clear who is included in the RC office because nine respondents (26%) were unsure of the frequency of interaction between the RC office and their country or territory government.
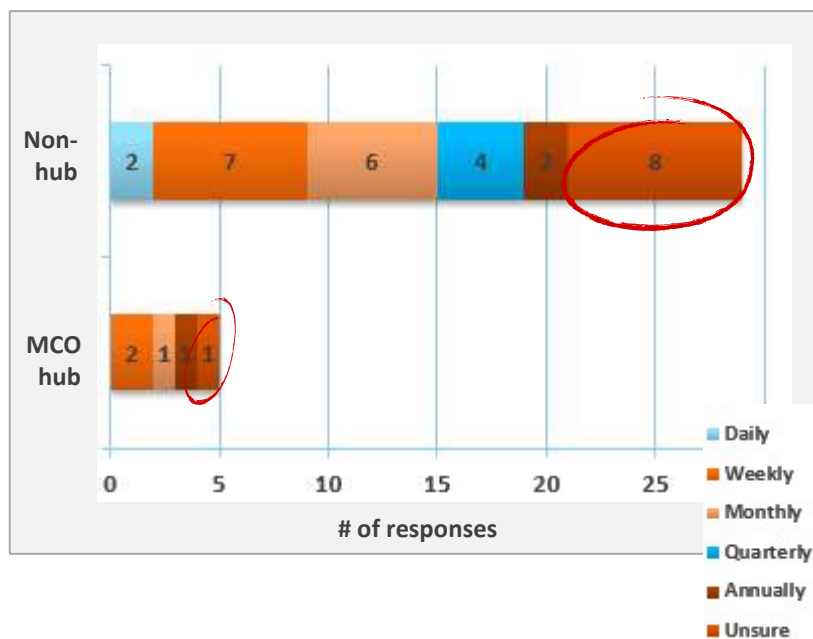
"The Resident Coordinator's office provides access to the services offered by the various entities of the UN development system"

Over 50% of survey respondents did not agree that the RC office provides access to the UN development system.

3.5
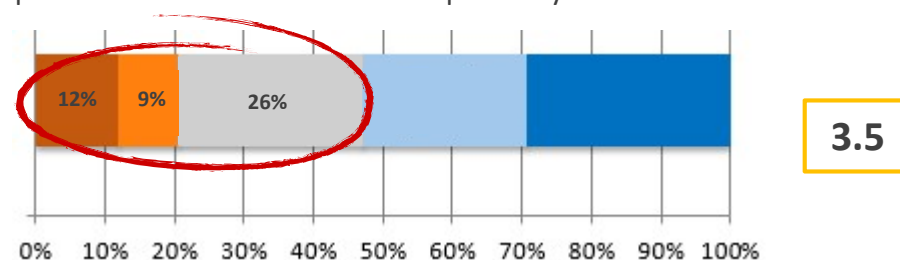
Although the feedback from governments in MCO hub and non-hub countries appears to only vary slightly (3.5 vs. 3.7), five governments in countries that are not hubs disagreed that the RC office provides access to the UN development system, compared to one "somewhat disagree" response from a MCO-hub country.

Non-hub **3.5**

MCO hub **3.7**

Legend

| Disagree | | | | | | Agree |
| | 1 | 2 | 3 | 4 | 5 | |
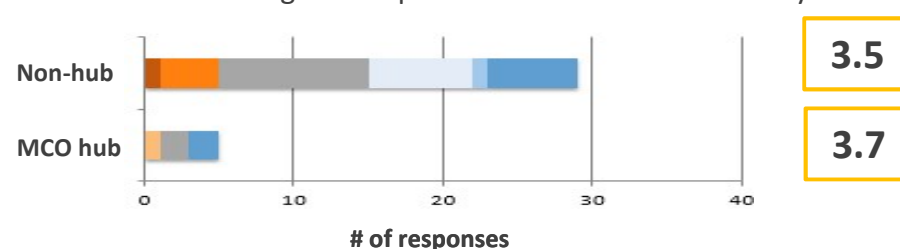
Response Avg.

The reform of the RC system will introduce fully dedicated and new capacities in all RC offices

The reform initiative that delinked the RC system from UNDP served to ensure both fully dedicated capacities for the development coordination function and additional capacities in the RCOs to provide more relevant and responsive services to all countries covered by the RC system.

Effective 1 January 2019, a standard composition of the RC office has been developed to ensure capacities for strategic planning, economic analyses, data management and results monitoring, partnerships development, and communications support.

Consultations in countries covered by MCOs have reinforced the need for such capacities.

In addition, consultations have also revealed the need to further add and or review/increase coordination capacities in countries that do not host MCO hubs, depending on both country needs and MCO/UNCT organizational arrangements.

Capacities in countries that do not host MCO hubs can either be increased, where relevant, by outposting some of the standard RCO capacities or, preferably, by further increasing the number of staff allocated to some MCO RCOs and outposting these increased capacities.

The standard composition of RC offices applied globally includes five new, standard roles, some of which better lend themselves to be outposted, if deemed appropriate

New RCO Roles	Levels	High level summary of functions	Adaptability for outposting
Data Management and Results Monitoring & Reporting	NOA, NOB, NOC	• UN Country Team (UNCT) data and research • Strategic research and data partnerships • Monitoring and reporting of UNCT results • Knowledge management and capacity development	• Likely to still be effective based in an MCO hub • Will benefit from knowledge-sharing and collaboration across countries and territories, and RC offices that share an UNDAF
Programme Communications and Advocacy (PCA)	NOA, NOB, NOC	• Advocacy & communications in support of the UNDAF • Partnership building and media relations • Digital communications • Publications and branding management	• Effective communication and advocacy strategies can be location- and culture-dependent • Outposted PCA capacities can be more impactful for specific and unique country/sub-regional needs
Partnerships and Development Finance (PDF)	NOA, NOB, NOC, P4	• Strategic planning for UNCT partnerships • Joint resource mobilization for the UNDAF • Financing for accelerating achievement of the SDGs • Knowledge management and capacity development	• Partnerships are often relationship-dependent • Outposted PDF capacities could better support the UNCT to more effectively engage in partnerships across different countries
Economist	NOC, NOD, P4, P5	• Evidence-based SDG analysis and policy advice • SDG programmes with a strong investment orientation and focus on acceleration towards achieving the SDGs • SDG knowledge generation and management	• Plays a critical role in advising the RC, UNCT, and government on evidence-based analyses • Likely to be more effective based in an MCO hub • Could be outposted to cover RC functions in non-MCO hub countries according to coordination and other relevant development needs
Strategic Planning and RCO Team Leader	NOD P4, P5	• Strategic guidance and effective coordination support • Support for external partnerships & joint resource mobilization • Business Operations Strategy and business innovations • Knowledge management and capacity development activities in and outside the UN System	• Critical for coordinating country-specific services • Could be outposted to cover RC functions and enable the UNCT, RC and the RCO to more effectively serve governments • Outposted capacity could also serve needs in non-MCO hub based back-office functions

The mix of National and International professionals must be carefully considered

Consulted governments and UNCTs discussed the **value of both national professionals and international professionals** in MCO settings**.**

- **National professionals** were widely valued for their deep understanding of country needs, government bureaucracies, and local development context.

- **International professionals** were often cited as valuable in helping navigate the UN to access regional or global resources, and to bring global and regional experience and practices.

To balance the country knowledge of national professionals and the regional and global perspectives of international personnel presence, creative options for staffing and locating RC office professionals may be considered. This would require MCO-specific analyses to determine national / international status for the core RC office staffing profiles and any additional capacity provided to MCOs. Considerations for these analyses include the following:

- **Recruitment.** National professionals can be difficult to recruit due to the limited national capacity and human capital in some MCO-served countries and territories. Careful attention will also be required to the salary and pay offered to National professionals for equity and competitiveness. Depressed salaries could make recruitment and retention of qualified professionals difficult.

- **Geographic balance.** RC offices in multi-country setting should also consider a regional/multi-country contract model that enables the RC office to employ professionals and other personnel from any of the countries and territories it covers. This would enable geographic diversification in the RCOs, improve inter-regional integration, encourage sharing of practices across sub-regions, and enable capacity building across the different countries covered.

> ## Recommendation: Increase RCO capacities given development needs, number of countries covered, and connectivity

- **Equip MCO RC offices with additional capacity.** Depending on regional contexts, country needs and UN organizational arrangements, this could involve creating new roles or modifying the standard RCO job descriptions to combine several functions into a single role. Potential increases in RCO staffing include:
  - *Outposted RC senior official.* RCs covering more than a handful of countries, or broad geographies, may require a dedicated senior official to serve as an outposted deputy to strengthen coordination in a subset of countries or a single high-demand country.
  - *Dedicated country coordination personnel.* Consistent with the experiences of the Pacific, Belize and Suriname, presence of coordination professionals in countries can be considered to improve responsiveness to governments. This capacity should be considered for countries that have a) <u>poor connectivity</u> and are difficult to serve remotely, b) have greater <u>levels of vulnerability and development needs</u>, c) have the <u>scale</u> (e.g. UN programming or presence) that necessitates in-country RCO presence.
  - *Specialized skills.* Other specialized professionals may be required to diversify the skillsets needed in unique regional and country contexts. These may be located outside the MCO hub and act as RC outposts that strengthen the presence of skills countries requested, rotated across countries, or placed in the MCO hub.
- **Consider possible outposting of core capacity if necessary.** To improve the reach of RCO capacities, outposting one or more of the five dedicated RC office professionals may be considered. The decision to outpost a position should consider the effectiveness of the function while operating remotely, the relevance of the function in the outposted country, and the impact on the MCO hub
- **Evaluate the mix of national and international staff.** While there is value for the UN to employ nationals that understand country needs and government bureaucracies, governments see the value of international professionals in helping them navigate the UN to access regional or global resources. New capacities should carefully consider the benefits of national and international personnel respectively.

Recommendation

| 1 | Leadership | 2 | Regional & Global | 3 | Improvement | 4 | Resources |
| A B C **D** | | A B C | | A B C D | | A B |

Final draft

Increase RCO capacities given development needs, number of countries covered, and connectivity

Recommendation: Increase RCO capacities given development needs, number, of countries covered, and connectivity

Not all RCO capacities require in-country presence to be effective. Examination and increase of RC office staff should involve extensive analysis based on the criteria above and should seek to better understand the value of arrangements already employed. A dedicated assessment is needed to define the variables for possible increased and outposted staffing for RCOs in MCO contexts.

	Outposted RC senior official	Dedicated country coordination personnel	Specialized skills
Description	An outposted senior official to serve as an extension of the RC office and strengthen representation in a subset of countries or a single high-demand country. This position could be filled by either an NOD or P5.	Placement of coordination professionals, including potentially UNVs in countries to improve the level of integration with and responsiveness to governments.	Placement of specialized professionals with skillsets required for effective coordination of regional- and country-specific contexts.
Cost Implications*	• An **NOD** in MCO-served countries and territories cost an **average of $111,791/yr** (range: $29,660 - $183,543). • A **P5** in MCO-served countries and territories cost an **average of $278,820/yr** (range: $255,668 - $316,155).	**CCOs** currently range from **NOB to NOC** levels and cost, on **average, $76,432/yr** (range: $20,375 - $203,866). • **Placement of 10 national professionals** in the **Caribbean** (average cost of $113,401 in non-hub countries and territories) would cost approximately **$1,134,012/yr**	Depending on the role of the specialized professional, their likely staff level includes: • **NOC: average $81,694/yr** (range: $25,616 - $203,866) • **P4: average $244,519/yr** (range: $223,832 - $275,194) • **P5: average of $278,820/yr** (range: $255,668 - $316,155)

Recommendation

> **Recommendation: Increase RCO capacities given development needs, vulnerabilities, number, of countries covered and connectivity**

- **Create one integrated RCO for each MCO.** A variety of approaches have been employed to increase coordination capacity in countries outside of the country serving as the hub for the MCO, such as the Pacific's JPOs and the establishment of the additional RC offices in Belize and Suriname away from the MCO hub where the RCs reside. To improve accountability to all countries, the RC office in the MCO hubs and other outposted coordination staff should be considered part of one single, integrated multi-country RC office. This includes:
  - Considering the RCO staff in Suriname and Belize as part of one RC Office also comprising, respectively, the staff based in Trinidad & Tobago and El Salvador
  - Considering the JPOs as part of the remit of the RC systems in the Pacific

- **Increase use of virtual tools.** To maintain efficiency, RCs and RC offices should continue efforts to make better use of virtual tools for collaboration and leverage, where possible, the facilities and infrastructure of resident UN agencies to achieve greater reach.
  - *For example*, the RC in Trinidad and Tobago leads a virtual UNCT dedicated to St Maarten, Aruba and Curacao supported by the RCO in Trinidad and Tobago

Recommendation

Scope for Stronger Regional and Global Support and Synergies

3.2

Note to the reader:

- The following sections review the findings associated with each recommendation, as well as provide detail for each recommendation.
- Readers can follow the structure of these through the navigation at the top of each page (see below).
- These navigation panels (with 1A, 1B, 1C, 1D below) match the recommendations structure outlined in Section 3.
- Recommendations pages are specifically labeled as such with a blue bar down the side of the page.

Navigation panel at the top of every page

2 Regional & Global
A B C

2 Scope for stronger regional and global support and synergies

A Ensure readily available and easily accessible expertise and capacity through repositioning at global & regional levels

B Strengthen UN capacity to engage with regional and sub-regional intergovernmental organizations

C Strengthen DESA and OHRLLS capacities for analytical support and advocacy for SIDS

Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels

There is considerable demand for the expertise of the UN Regional Economic Commissions and the regional capacity of AFPs

- Most countries served by MCOs require **support delivery of integrated policy advice** (along with technical support in LDC settings), which mostly reside in UN agencies at global, regional and sub-regional levels.

- Many cited the difficulty of smaller countries in attracting the attention of this regional capacity. Countries and UN staff in **MCOs often cannot access the global and regional resources and expertise** of the UN development system.

- In addition, where relevant regional resources and expertise exist, they **are not accessible easily and in a timely manner**. In some instances, language barriers were cited in prohibiting effective support from the regional level, as in the case of the Caribbean where most regional capacities sit in Latin America.

- **Sub-regional centers of excellence often provide more relevant and easily available knowledge and expertise**; they are more capable of adapting advice to the particular challenges of SIDS (e.g. UN environment in Jamaica, UN ECLAC in Trinidad and Tobago).

"How would you rate the value of remote access to experts from UN agencies, funds, programmes, departments and offices?"
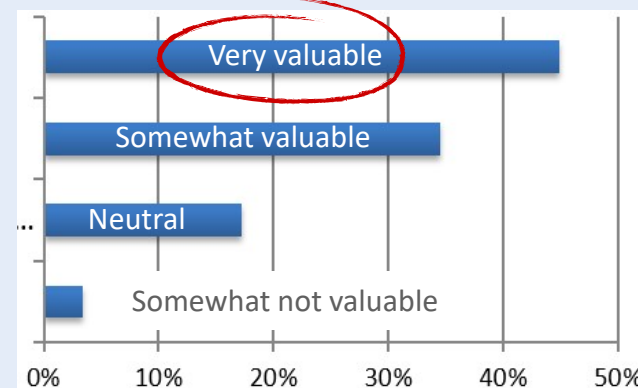
Source: MCO Review Survey [13]

"**Please engage with us**. We only have 65,000 people so our access to scientific resources…[and] technical capacity is limited and this impedes our ability to conduct appropriate risk analysis for threats such as tsunamis, earthquake, hurricane surge, storm wave impacts, sea level rise, etc. We need this information to plan and prepare for the threats we face."

- Caribbean Government Entity

1 Leadership A B C D
2 Regional & Global A B C
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4 Resources A B

Final draft

Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels

There is substantial capacity within AFPs and the Regional Economic Commission (*ECLAC*) in Latin America and the Caribbean

Presence of personnel supporting LAC at the regional level from AFPs and Regional Economic Commissions

United States
Professional Staff	17
General Staff	9
Professional Contractors	0

Cuba
Professional Staff	10
General Staff	1
Professional Contractors	1

Jamaica
Professional Staff	2
General Staff	1
Professional Contractors	0

Trinidad & Tobago
Professional Staff	33
General Staff	33
Professional Contractors	0

Colombia
Professional Staff	0
General Staff	1
Professional Contractors	0

Brazil
Professional Staff	6
General Staff	3
Professional Contractors	0

Uruguay
Professional Staff	13
General Staff	9
Professional Contractors	29

Argentina
Professional Staff	15
General Staff	12
Professional Contractors	2

Mexico
Professional Staff	36
General Staff	46
Professional Contractors	98

Costa Rica
Professional Staff	65
General Staff	65
Professional Contractors	1

Panama
Professional Staff	283
General Staff	143
Professional Contractors	159

Peru
Professional Staff	49
General Staff	49
Professional Contractors	0

Chile
Professional Staff	248
General Staff	253
Professional Contractors	178

Summary of regional and global resources available to LAC:

- Nearly 1,900 personnel are providing support to LAC at the regional level
- The vast majority of the human resource capacity in regional bodies is located in Latin America.
- LAC regional budgets of the economic commission and AFPs total $364.6M

The **challenges Caribbean** MCO-served countries and territories cite in accessing regional and global resources and expertise do not appear to be a result of a lack of resources available, but **how those resources are managed to respond to the needs of countries and territories.**

*"Post-hurricane response is so strong that **things elsewhere seem to grind to a halt—it** is important to think about how to take care of surge capacity in other countries across the entire UN hierarchy"*
- Caribbean government entity

① Leadership A B C D ② Regional & Global A B C ③ Improvement A B C D ④ Resources A B

Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels

Final draft

Accessibility of regional capacity and resources in AIMS and the Pacific varies

Presence of personnel supporting the Pacific and AIMS at the regional level from AFPs and Regional Economic Commissions

India
Professional Staff	144
General Staff	204
Professional Contractors	50

Thailand
Professional Staff	683
General Staff	603
Professional Contractors	858

Philippines
Professional Staff	94
General Staff	193
Professional Contractors	0

Ethiopia
Professional Staff	227
General Staff	443
Professional Contractors	214

Kenya
Professional Staff	274
General Staff	143
Professional Contractors	74

Indonesia
Professional Staff	10
General Staff	15
Professional Contractors	38

Fiji
Professional Staff	39
General Staff	32
Professional Contractors	30

Rwanda
Professional Staff	8
General Staff	10
Professional Contractors	0

Samoa
Professional Staff	3
General Staff	0
Professional Contractors	0

South Africa
Professional Staff	126
General Staff	93
Professional Contractors	10

Summary of regional and global resources available to the Pacific and AIMS:

- More than 4,000 regional personnel from Regional Economic Commissions and the AFPs are present in the regions of MCOs in AIMS and the Pacific.
- In the Pacific, the majority of regional and global resources available are physically located far from the region, in Bangkok.
  - Asia-Pacific regional budgets of the regional economic commissions and AFPs total $289.8M.

Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels

MCO-served countries and territories experience challenges in accessing the UN development system's expertise

Lack of government funding to secure support and lack of clarity on services offered by UN agencies have proved challenging across all regions. The lack of a point of contact is also a critical factor. *Caribbean respondents (including El Salvador) pointed to a lack of a UN point of contact or relevant expertise* at above-average rates, while *Pacific and AIMS respondents reported both communication challenges and delays in access to resources*, and at higher rates than their LAC counterparts.

"What challenges, if any, do you encounter in your efforts to secure support from the UN development system?"

Stacked bar chart:

Caribbean (16 countries and territories, including El Salvador):
- Lack of funding to secure support: 23%
- Unsure of the services offered by UN agencies: 23%
- Delays in access to requested resources: 14%
- Inability to reach or interact with a UN contact: 7%
- Lack of a UN point of contact: 14%
- Other (please type below): 9%
- Lack of relevant UN expertise or capabilites: 9%

Pacific and AIMS (13 countries and territories):
- Lack of funding to secure support: 22%
- Unsure of the services offered by UN agencies: 19%
- Delays in access to requested resources: 28%
- Inability to reach or interact with a UN contact: 17%
- Lack of a UN point of contact: 6%
- Other (please type below): 6%
- Lack of relevant UN expertise or capabilites: 3%

Legend:
- Lack of funding to secure support
- Unsure of the services offered by UN agencies
- Delays in access to requested resources
- Inability to reach or interact with a UN contact
- Lack of a UN point of contact
- Other (please type below)
- Lack of relevant UN expertise or capabilites

Sample size:*

UNITED NATIONS | MCO REVIEW TEAM   *only 29 of the 34 responding countries answered this question

Source: MCO Review Survey [13]   Slide 53

1 Leadership A B C D 2 Regional & Global A B C 3 Improvement A B C D 4 Resources A B

Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels

Final draft

MCOs have experimented with various ways of organizing their capacity and expertise for support around regional issues

Pacific	Caribbean	AIMS
• Have established Outcome Groups formed around the six outcome areas of the UN Pacific Strategy. • These Outcome Groups are largely focused on tracking progress to objectives in the UNPS. • Each Outcome Group is chaired by one of the sub-regional UN agencies as nominated by Outcome Group members. • The Pacific also has a close relationship with the Pacific Islands Forum where UN agencies participate in Task Forces organized around the Pacific Roadmap for Sustainable Development.	• Established Virtual Policy Networks (VPNs) focused on issues specific to the Caribbean and UN programming for the Caribbean. • There are VPNs for the following: • Youth & Employment (Chaired by ILO & UNESCO, coordinated by the RC in Guyana) • Resilience (Chaired by UNICEF & WFP, coordinated by the RC in T&T) • SDG support (Chaired by UNDP & ECLAC, Coordinated by RC in Barbados) • Violence against women (Chaired by UN women, coordinated by the RC in Jamaica) • These VPNs are comprised of sub-regional specialists and meet quarterly to exchange knowledge, practices, and insights.	• No AIMS-specific networks are in place specifically designed to the needs of SIDS. • The Mauritius MCO relies on the capacity of Agencies, Funds and Programmes at the regional level (offices in Africa) or headquarters but does not appear to be structured in a way to have sustainable and consistent access. • The Malaysia MCO, with a much larger UNCT, does not rely on regional networks or thematic networks to mobilize expertise.

▶ **No common approach for how MCOs organize to maintain ongoing dialogue regarding regional development challenges. Approaches employed have two goals: 1) mobilize talent, and 2) organize around issues specific to the regional context.**

① Leadership A B C D ② Regional & Global A B C ③ Improvement A B C D ④ Resources A B

Final draft

Ensure readily available and easily accessible expertise and capacity through repositioning at global and regional levels

Recommendation: Ensure relevant, readily available and easily accessible regional expertise and capacity by repositioning at global and regional levels

- **Increase visibility and coordination of available capacity and expertise:** In line with the analysis of the regional review of UN regional assets, Governments and UNCTs in MCO settings have clearly stated the need for improved and easy access to the specialized resources of the UN development system at regional level. The need to deliver to multiple countries, often at the same time, makes difficulties in accessing this expertise even more of an issue for those operating in MCOs. As recommended by the regional review, the following issues must be tackled:
    - Visibility: regional-level entities should work to increase the level of visibility of resources available to countries. A virtual hub with information on UN regional value proposition, personnel, capacities, and knowledge tools could help accelerate identification and provision of services in support of governments.
    - Coordination: agencies, funds, and programmes at the regional level and the Regional Economic Commissions should better coordinate their offer, so that such resources can be made available more easily and more quickly, particularly where a number of different countries must be serviced
- **Build SIDS-specific issue-based networks:** The regional review has identified the need for issue-based networks and coalitions to better organize the capacities in the regions in support of Member States. For these to be relevant in MCO settings, it will be critical to ensure that these networks offer:
    - SIDS-specificity: regional and sub-regional specialized policy networks should be organized around themes that are specific to the needs of SIDS (or aligned to regional frameworks)
- **Ensure easy access and timely deployment of available regional assets:** As recommended by the regional review, such issue-specific networks should serve as surge capacity, which needs to be made available to countries on demand and in a timely manner. The challenges of the most remote countries such as those covered by the Pacific MCOs should also be factored in. A clear point of contact for MCOs is critical in this regard. While entities and Regional Economic Commissions have a clear responsibility to organize themselves differently, DCO regional directors should be tasked with a clear responsibility to facilitate access, connect stakeholders, and promote coalitions that revolve around issues of relevance of all countries in the region, including MCOs and mindful of their challenges.

Recommendation

Sub-regional entities play a critical role in the development of many SIDS, enabling sub-regional integration and cooperation

- There are several regional and sub-regional intergovernmental organizations ingrained in sustainable development in MCO-served regions which offer notable capacity and expertise.

- Pairing the efforts, capacity, and expertise of these intergovernmental organizations with those of the UN offers the potential for greater leverage and development impact. → *The Council of Regional Organizations of the Pacific (CROP) brings together and coordinates a number of key entities active in several priority development areas including climate change and disaster resilience, gender, information and communications technology and other areas.*

- Regional cooperation is particularly relevant in some MCO regions, such as the Caribbean, where SIDS take part in regional integration initiatives to benefit from the larger scale of services and access a larger base of regional talent → *The Barbados-based MCO mirrors the coverage of the Organization of Eastern Caribbean States (OECS) given the importance that this sub-regional organization plays for its adhering countries*

"We only have 65,000 people *so our access to scientific resources…[and] technical capacity is limited*…"

— Caribbean Government Entity

"Regional organizations are an important stakeholder in this landscape….. *Regional organizations are seen as having a consistent, long-term relationship…with* governments"

— Member of the UN Pacific Team

Sub-regional entities can be an effective tool to help governments with limited national capacity access regional talent, build scale, and provide enhanced services to their populations.

Strengthen UN capacity to engage with regional and sub-regional intergovernmental organizations

Several such organizations exist across the Pacific, Caribbean, and AIMS

Example regional and sub-regional intergovernmental organizations with potentially strong alignment to the UN (most currently cooperate with UN agencies)

PACIFIC ISLANDS FORUM SECRETARIAT

- The Pacific Islands Forum leadership established the Council of Regional Organizations in the Pacific (CROP) to coordinate between major regional organizations in the Pacific, and prevent overlaps and address gaps in the work-programmes of its members.
- The CROP facilitates regional working groups on issues including climate change and disaster resilience, gender, ICT, health and population, among others

CARICOM

- Comprised of 20 Caribbean countries, home of approximately 16 million people.
- Inter-governmental Organization dedicated to economic integration, foreign policy coordination, human and social development, and security.

ECS

- Comprised of 12 countries and territories in the Eastern Caribbean.
- Inter-governmental Organization dedicated to economic harmonization and integration, protection of human and legal rights, and the encouragement of good governance.

INDIAN OCEAN COMMISSION

- Comprised of five countries and territories in the Indian Ocean region.
- Objective to organize and facilitate regional cooperation to strengthening ties between the populations of its member states and implement sustainable developmental projects.

"CARICOM is the nexus of regional coordination. [If] the UN works more closely with CARICOM, [it would] create synergy regionally and give the UN closer access to the status of individual country contexts and priorities."

- Caribbean government entity

Survey Results: Membership in non-UN intergovernmental organizations

In the MCO review survey, MCO-served governments identified more than 30 unique non-UN regional organisations / agreements to which they belong. These organisations cover topics including tourism, drug abuse, disaster management and more.

The UN can cooperate with regional and sub-regional intergovernmental organizations, benefiting from their expertise while also helping reinforce these institutions

The UN's cooperation with these organizations can be improved to better respond to development needs

MCO-served countries and territories *tend to perceive the UN as somewhat engaged* with regional and sub-regional inter-governmental organizations in pursuit of their development priorities. SIDS reflected that they would like to see *greater collaboration on issues of sustainable economic growth.*

"How would you rate the UN's engagement with non-UN regional and/or sub-regional intergovernmental organizations to advance national and regional development priorities to achieve the Sustainable Development Goals?"
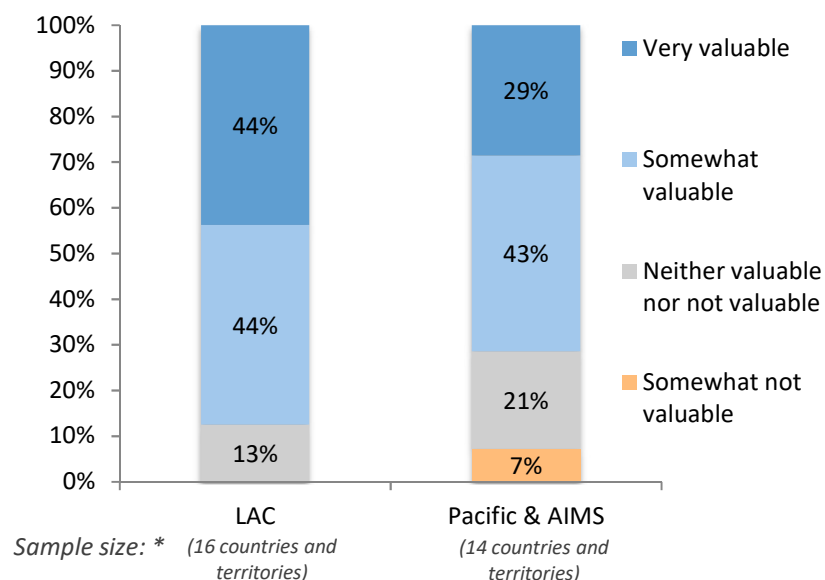
"Please indicate which area(s) of work of non-UN regional and/or sub-regional intergovernmental organizations in which you would like the UN to engage more"
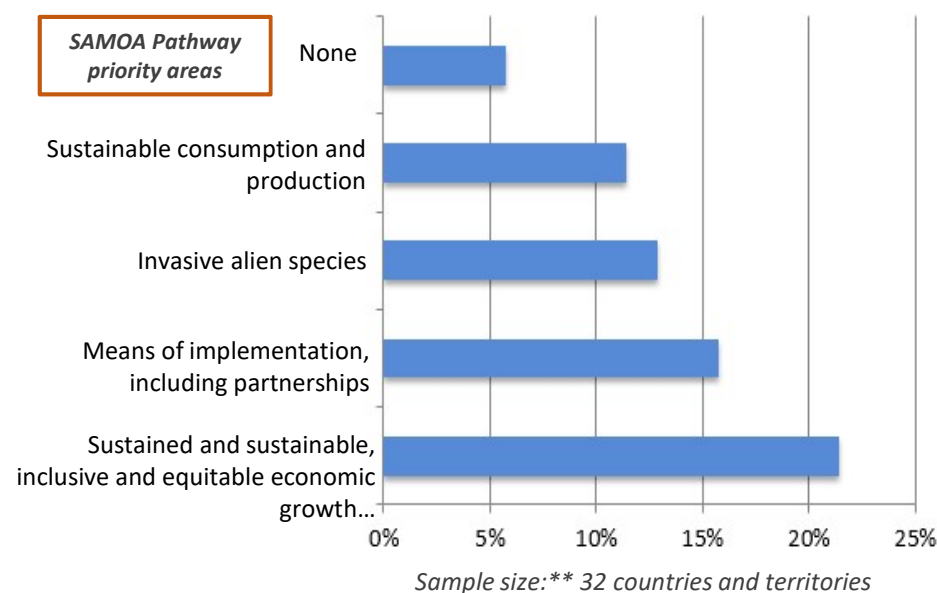
*Sample size: ** (16 countries and territories)*
(14 countries and territories)

*Sample size:** 32 countries and territories*

UNITED NATIONS | MCO REVIEW TEAM

*only 30 of the 34 responding countries answered this question
**only 32 of the 34 responding countries answered this question

Source: MCO Review Survey 13 Slide 58

Recommendation: Strengthen UN capacity to engage with regional and sub-regional intergovernmental organizations

- **Clarify responsibility for relationship management and cooperation:** The UN development system should seek to strengthen relationships with regional and sub-regional intergovernmental development entities by building on the respective comparative advantages and increasing cooperation with select entities.
  - Clarify responsibilities within the UN: Ownership of and responsibility for relationships with key regional and sub-regional non-UN entities should be clarified. RCs in MCOs are best placed to be the custodian and the promoters of these relationships. Clear accountability in this regard should be articulated in MCO RC job descriptions.
  - Identify comparative advantages: Many regional and sub-regional intergovernmental organizations exist in MCO-served regions with varying levels of strength. RCs, with the support of UNCT representatives, should collaboratively identify the UN's value proposition vis-à-vis that of such entities, where collaboration and greater synergies can be achieved and how, including if/when formal cooperation ties are required. Where appropriate (e.g., when a large number of UN agencies interact with a specific non-UN regional organization), formal cooperation agreements should be established to define the nature of the collaboration, resources needed, and coordination mechanisms for managing the relationship.
- **Where relevant and appropriate, consider assigning dedicated RC office and/or AFP personnel to work with regional and sub-regional intergovernmental organizations:** This is the case in particular of the Caribbean, where regional and sub-regional cooperation is particularly critical and some entities particularly strong. C-DEMA for example plays a critical role in disaster response and preparedness across the region. A myriad of UN entities work with C-DEMA to prepare or respond to an emergency, given the acute vulnerability of the region to disasters. A resilience or emergency response specialist fully dedicated to working with C-DEMA across the Caribbean region would benefit the overall coordination and response of the UN and improve the coherence of the relationship with C-DEMA more broadly.

Recommendation

Strengthen DESA and OHRLLS capacities for analytical support and advocacy for SIDS

Advancing the needs of MCO countries covered also requires action at the global level

SIDS feel that the issues they face are not adequately heard and considered at the global level

- Implementing the priorities of the SAMOA Pathway requires integrated policy support and specialized technical expertise in several development areas - as reported by governments, three out of five gaps in UN support for SAMOA Pathway priorities include sustainable energy, climate change, oceans and seas.
- Issue-specific networks and coalitions which help to enable easily available and readily deployable regional capacity are critical in the MCO context.
- However, some of the issues affecting SIDS – particularly around data and financing for development – require action at the global level.
- The spotlight on SIDS-specific issues must also be stronger to coalesce and tackle high-level, quality and integrated action.
- DESA has a key role to play in ensuring relevant integrated policy support, in close collaboration with the regional level.
- OHRLLS has a key role to play in advocating for SIDS in the international global arena.
- A 2016 report from the JIU recommended actions to strengthen action by AFPs as well as DESA and OHRLLS in support of SIDS, and particularly to improve the coordination and complementarity of the work of the two Department and Office.
- More must be done by DESA and OHRLLS to improve the relevance of their policy and advocacy support to SIDS.

> *"Gaps and challenges to implementation [of the SAMOA Pathway]* include financial constraints, inadequate legislative enforcement, absence or inefficiency of data collection systems, absence of a systematic approach to implementation, and insufficient documentation."*
>
> - Caribbean government entity

> *"Middle income to high income* **says nothing about these countries** and the challenges we have."
>
> *- Caribbean UN Entity*

> **"We need some kind of advocacy force** within the UN that *understands the reality of our countries"*
>
> - Caribbean government entity

Strengthen DESA and OHRLLS capacities for analytical support and advocacy for SIDS

Continued development cooperation and means of implementation are vital for SIDS and other MCO countries

- Stronger and better support to <u>access development finance</u> and to tackle other issues related to inclusive and equitable economic growth and debt sustainability remain imperative.

- Governments throughout the regions covered by MCOs have strongly pointed to the importance of <u>moving beyond a country classification based on Gross National Income</u> towards one that takes into full consideration the multidimensionality of poverty and the vulnerabilities that countries continue to face, despite increases in their per capita income.

- Various indexes exist to measure countries' performance and needs, in addition to the GNI. The UN has a key role to play in advancing these measurements.
    - Economic Vulnerability Indicator (EVI) – developed by DESA
    - Human Asset Index (HAI) – developed by DESA
    - Human Development Index (HDI) – developed by UNDP

Recommendation: Strengthen DESA and OHRLLS capacities for analytical support and advocacy for SIDS

- **Improve policy support:** DESA's ongoing reform serves as an opportunity to assess its services and capabilities in support of SIDS, and identify opportunities to improve them so as to increase the relevance, responsiveness and reach of its activities.

- **Strengthen advocacy for SIDS-specific development needs:** OHRLLS serves an important role in advocating for SIDS in the global arena. To further advance SIDS-specific development needs, OHRLLS should make better use of the capacities it has to articulate the needs of SIDS, raise awareness and promote SIDS-specific initiatives that encourage global and regional cooperation, and promote mainstreaming of support to SIDS both within and outside the UN.

- **Strengthen data:** Reliable and disaggregated data is critical to clearly assess, identify development needs and take informed decisions. DESA has a key role to play in strengthening available data for SIDS (including data such as EVI and HAI) and OHRLLS must do better use of such data to advocate for the needs of SIDS.

Recommendation

Improvement of MCOs to Ensure Effective Engagement and Support

3.3

Note to the reader:

- The following sections review the findings associated with each recommendation, as well as provide detail for each recommendation.
- Readers can follow the structure of these through the navigation at the top of each page (see below).
- These navigation panels (with 3A, 3B, 3C, and 3D below) match the recommendations structure outlined in Section 3.
- Recommendations pages are specifically labeled as such with a blue bar down the side of the page.

Navigation panel at the top of every page

3 Reconfiguration
A B C D

3 Improvement of MCOs to ensure effective engagement and support

A	Consider appropriate repositioning of AFPs capacities to increase engagement, accountability, and response
B	Tailor the country and territory coverage of RCs and MCOs to what is appropriate for each context
C	Increase UN presence in the North Pacific
D	Increase outposted capacities in the Caribbean

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

AFP country coverage does not consistently match RC coverage, and accountability and reporting requirements vary across and within MCOs

Pacific	Caribbean	AIMS
• The majority of AFPs representatives in the Pacific region are based either in Fiji (primarily) or in Samoa (a handful), with project staff located in-country throughout the region. • Some AFP offices based in either Fiji or Samoa support countries like PNG and other territories in the region, in addition to the 14 MCO-served countries and territories. • Country-based personnel of AFPs primarily report to agency representatives sitting in Fiji or Samoa, yet in some cases they report directly to the agency regional representatives based in countries outside the MCO regions.	• The AFPs based in the MCO hubs of Trinidad and Tobago, Barbados and Jamaica have varying country coverage, ranging from single country coverage to the entire Caribbean. • Some agencies based in Barbados, Guatemala, Guyana, Jamaica, Panama, or Trinidad and Tobago, also cover Belize.	• AFPs present in Malaysia mostly serve the country they are based in and do not operate with a multi-country approach. There are no resident UN personnel in Brunei and personnel based in Singapore do not cover other countries in the MCO. • AFPs that support Mauritius and Seychelles also serve a variety of other countries in the region – from Comoros and Madagascar to Eastern and Southern African countries. Many entities operate primarily out of Kenya and Madagascar, with others operating out of other African countries or directly from their headquarters.

> The variation in country coverage between the RC system and AFPs increases the coordination effort required to deliver coherent and relevant UN services to specific countries and territories, and can delay the delivery of services.

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

21 UN agencies with 838 personnel operate in 14 Pacific countries/territories served by MCOs

KEY

#	# UN agencies
#, #	# Int'l, Nat'l Staff
#, #	MCO Totals

Palau
3
1, 4

FSM
5
20, 22

RMI
3
3, 10

Kiribati
6
3, 18

Nauru
2
0, 4

Tokelau
0
0

Samoa
11
40, 74

12
40, 75

Tuvalu
1
1, 4

Solomon Islands
8
38, 95

Fiji
17
147, 284

18
227, 496

Vanuatu
7
13, 46

Tonga
6
1, 10

Niue
1
0, 1

Cook Islands
0
0
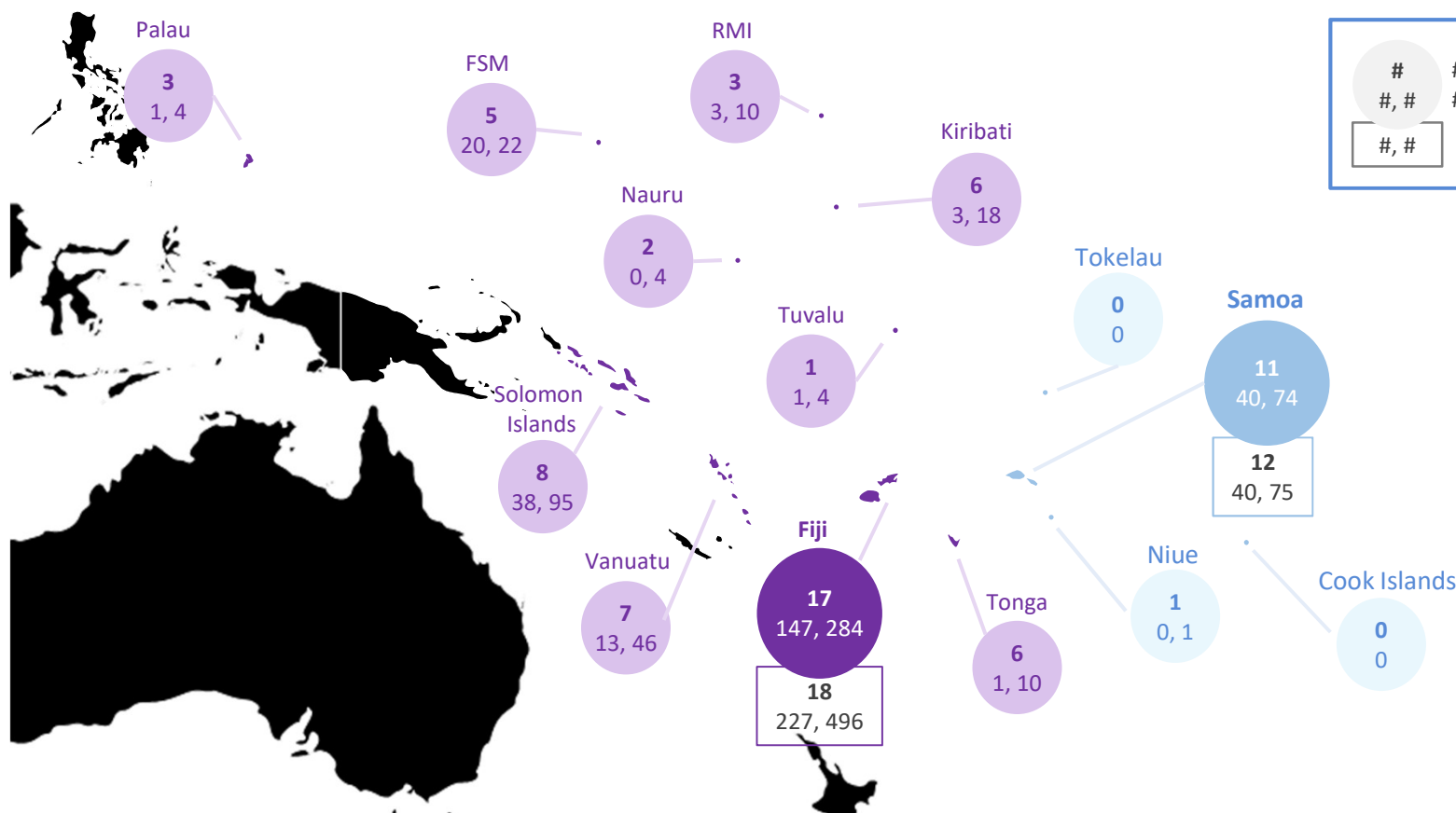
The geographic presence of agencies funds and programmes is concentrated in few countries with 88% of Pacific-based personnel located in just four countries: Fiji (51%), Solomon Islands (16%), Samoa (14%) and Vanuatu (7%). Notably, many personnel in Fiji and Samoa have a regional or sub-regional role.

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

AFP coverage in the Pacific varies across MCOs, and coverage and reporting lines often extend beyond the Pacific UNCT

Coverage and reporting lines of Agencies, Funds and Programmes - Pacific

AFP hub locations and country/territory coverage data was self-reported by RCO personnel and is not comprehensive. There are known gaps and inconsistencies in data. Blank cells indicate gaps in data.

	If covered from outside the Pacific region	Fiji	Tonga	Vanuatu	Tuvalu	Solomon Islands	FSM	Kiribati	Palau	Nauru	RMI	Samoa	Niue	Tokelau	Cook Islands	Papua New Guinea	Australia	New Zealand	American Samoa	Timor-Leste	New Caledonia
FAO		20	3	3		10						35									
IFAD		2																			
ILO		11					n/a		n/a		1		n/a	n/a							
IOM*	Canberra	4	1	3		1	35		1		10										
UNAIDS		3																			
UNCDF																					
UNCTAD		4																			
UNDP		138**	1	5	5	66		1				42	1								
UNDSS		4				1															
UNEP												5									
UNESCAP		10																			
UNESCO												15									
UNFPA		22	1	1		2	2	1			1	1									
UN Habitat	Japan																				
UNHCR	Canberra																				
UNIC	Canberra																				
UNICEF		58		19		9	1	11				1									
UNISDR		2																			
UNOCHA		11																			
UNOHCHR		6																			
UNOPS	Bangkok					1	1	1			2	2									
UNWOMEN		38	1	6		9	2		1			2									

Summary

- The coverage of Pacific AFPs does not always match the countries covered by the MCOs.
- The majority of AFPs active in the Pacific are based in either Samoa or Fiji.
- Only two of the AFPs have hubs in the North Pacific.
- Several AFPs cover the Pacific from outside of the Pacific.
- The presence of some AFPs is partially dictated by specific programmes. For example, UNCTAD is implementing two initiatives in the region, one based in Fiji, the other in Samoa.

For more information and a narrative of alignment of Agencies, Funds, and Programmes, see Annex D.

Key	
Dark Color	AFP hub country (can be dark purple, green, blue or orange for different hubs)
Light Color	Country covered by an AFP hub (can be light purple, green, or blue for different hubs)
No Color	Information not reported / incomplete
Numbers	Staff per UNDSS 2018

* IOM Coordination is conducted from Canberra
** UNDP Fiji staff total includes UNVs

Final draft

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

27 UN agencies with 1,182 personnel operate in the 22 countries in the Caribbean and other countries in LAC served by MCOs

KEY

#	# UN agencies
#, #	# Int'l, Nat'l Staff
#, #	MCO Totals

Bermuda
0
0

BVI
2
5, 0

Anguilla
1
1, 0

Bahamas
3
2, 13

St. Maarten
1
0, 4

Antigua & Barbuda
4
6, 10

St. Kitts & Nevis
3
1, 3

Montserrat
0
0

Cayman Islands
0
0

Belize
10
11, 58

Turks & Caicos
0
0

Dominica
6
21, 38

Jamaica
14
55, 145

Aruba
1
1, 0

Curaçao
2
1, 1

St. Lucia
5
4, 12

El Salvador
17
47, 345

13
57, 158

Barbados
10
56, 125

18
58, 403

Trinidad & Tobago
15
53, 117

Grenada
3
2, 6

SVG
2
0, 4

13
96, 198

15
60, 152

5
35

Suriname

Source: UNDSS, 2018

> While UN agencies, funds and programmes have operations and personnel in most Caribbean countries, half have fewer than five people – potentially indicating that some countries may be underserved. A few countries currently have relatively large presences due to ongoing recovery from 2017 hurricanes.

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

AFP coverage in the Caribbean frequently differs from that of MCOs

Coverage and reporting lines of Agencies, Funds and Programmes - Caribbean

AFP hub locations and country/territory coverage data was self-reported by RCO personnel and is not comprehensive. There are known gaps and inconsistencies in data. Blank cells indicate gaps in data.

	If covered from outside region	Barbados	Anguilla	Antigua & Barbuda	BVI	Dominica	Grenada	Montserrat	St. Kitts & Nevis	St. Lucia	SVG	Jamaica	Bahamas	Bermuda	Cayman Islands	Turks & Caicos	Trinidad and Tobago	Aruba	Curacao	St. Maarten	Suriname	El Salvador	Belize
ECLAC																	44						
FAO		38										7					18				1	41	
ILO																	22						1
IMO																	1						
IOM	Guyana					26						15					5					96	2
ISA												40											
ITU		3																					
OHCHR												33											
UNAIDS	Guyana											8										1	
UNCTAD												5					1						
UNDP		53		12	4	13	4		2	3	3		1				23		1	4	18	49	17
UNDPA																					1		
UNDSS	Guatemala											2					3					3	1
UNEP												19											
UNESCO	Costa Rica											15											
UNFPA		1										13					2				2	15	3
UNHCR	Washington												1				19	1				18	9
UNIC																	5						
UNICEF	Netherlands	23		1	1	4				1		16					3				5	25	13
UNLIREC																	1						
UNODC		1																				11	
UNOPS		1		1		1	3		1	9	1	1					4		1			35	4
UNS																						5	
UN WOMEN		13										1										12	
UPU										1													
WFP		2				13																64	
WHO/PAHO		46	1	2		2	1		1	2		24	13				19				9	15	20

Summary

- The coverage and hubs of Caribbean AFPs varies widely.
- While MCO hubs are the largest bases for AFPs, some agencies have broad presence.

For more information and a narrative of alignment of Agencies, Funds, and Programmes, see Annex D..

Key

Dark Color	AFP hub country (can be dark purple, grey, yellow, green, blue or orange for different hubs)
Light Color	Country covered by an AFP hub (can be light purple, yellow, orange, grey, green, or blue for different hubs)
No Color	Information not reported / incomplete
Numbers	Staff per UNDSS 2018

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

18 UN agencies with 935 personnel operate in 5 AIMS countries served by MCOs

KEY

#	# UN agencies
#, #	# Int'l, Nat'l Staff
[#, #]	MCO Totals

Seychelles
4
9, 18

Mauritius
6
6, 45
[7]
[15, 63]

Brunei
0
0

Malaysia
13
95, 745
[15]
[111, 746]

Singapore
3
16, 1

> In the Malaysia-based MCO, AFP personnel are heavily concentrated in Malaysia with a comparatively light footprint in Singapore and no presence in Brunei. In the Indian Ocean, personnel are more evenly split between Mauritius and Seychelles.

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

AFP coverage in the AIMS region frequently differs from that of MCOs, and hubs are often located in countries outside the MCO

Coverage and reporting lines of Agencies, Funds and Programmes - AIMS

AFP hub locations and country/territory coverage data was self-reported by RCO personnel and is not comprehensive. There are known gaps and inconsistencies in data. Blank cells indicate gaps in data.

Additional Countries or Territories covered by or covering* the region

	Mauritius	Seychelles	Malaysia	Singapore	Brunei	Madagascar	Comoros	Reunion	Bangkok	Nairobi	Tanzania	Vienna
FAO	7	15										
IAEA												
ILO			10									
IOM	5		57									
UNAIDS												
UNCDF			10									
UNCTAD			5									
UNDP	29	5	171	5								
UNDSS			4									
UNEP												
UNESCO												
UNFPA			5									
UN Habitat												
UNHCR			167									
UNICEF			46									
UNIDO			3					`				
UNOCHA												
UNODC												
UNOPS	1	1	2									
UNU-IIGH			38									
UNV	1											
UN WOMEN												
WFP			15									
WIPO				7								
WHO	8	6	307									
WMO				5								

Summary

- AFP coverage of the AIMS region varies for the Mauritius and Malaysia MCOs.
- Several AFPs serve countries covered by the Mauritius MCO through hubs in Kenya or Tanzania.
- Several AFPs cover Madagascar, Comoros, and Reunion together with Mauritius and the Seychelles.
- The countries served by the Malaysia MCO is often covered by AFPs based in Bangkok.

For more information and a narrative of alignment of Agencies, Funds, and Programmes, see Annex D.

Key

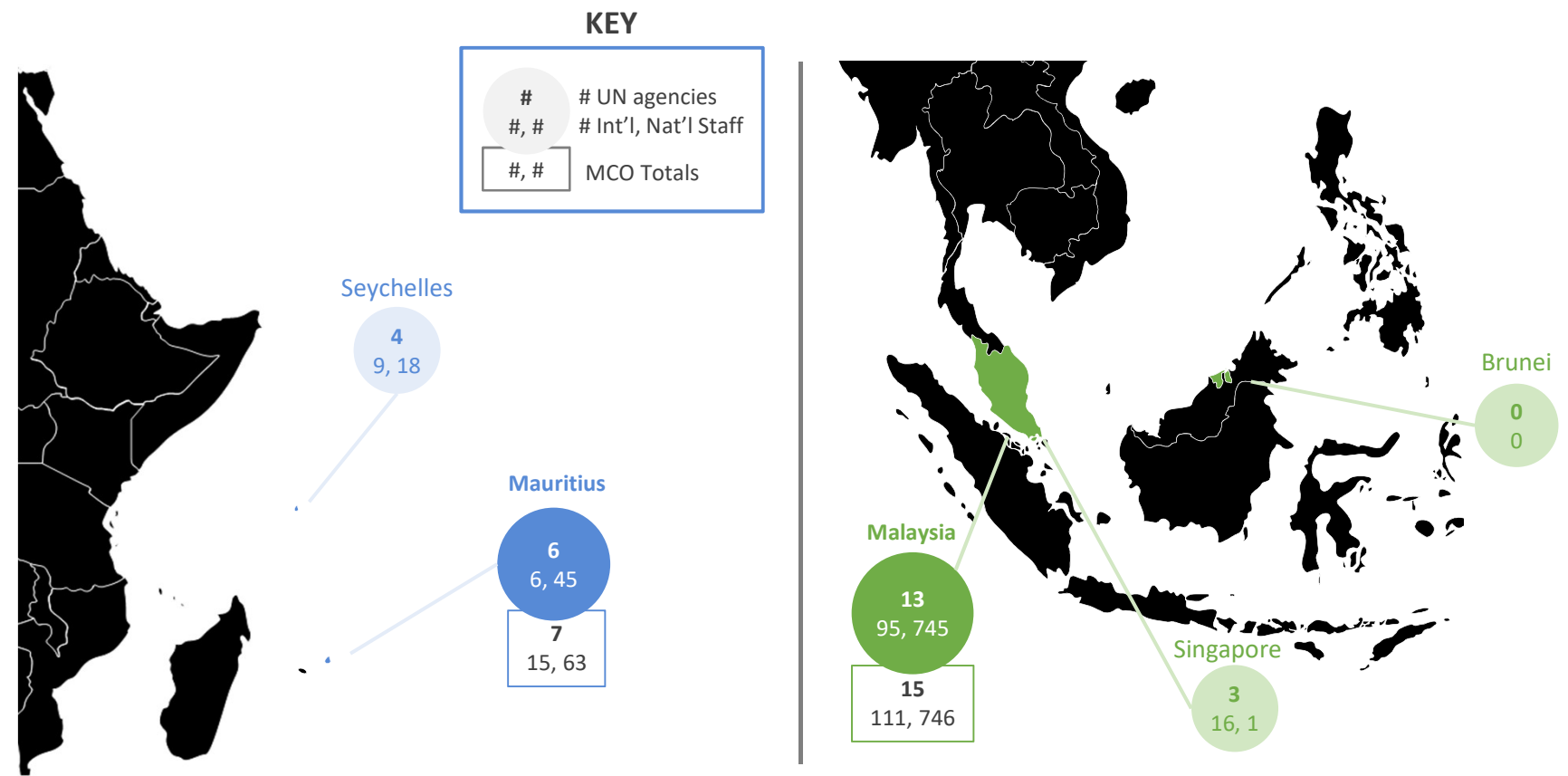|	
Dark Color	AFP hub country (can be dark purple, green, blue, grey or orange for different hubs)
Light Color	Country covered by an AFP hub (can be light purple, grey, green, orange or blue for different hubs)
No Color	Information not reported / incomplete
Numbers	Staff per UNDSS 2018

*Representation of remote coverage of AFP hubs outside the region may not be complete. For example, Mauritius RCO indicated IAEA covers Africa from Vienna, but did not specify countries.

Final draft

Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

> ## Recommendation: Consider appropriate repositioning of AFPs' capacities to increase engagement, accountability, and response

Agencies, funds, and programs should conduct an analysis to understand whether their organizational arrangements serve an effective and efficient system-wide service delivery in MCO settings

- Misalignment between AFP country coverage and MCOs as well as different reporting lines and arrangements often creates confusion amongst governments and UN personnel, and can limit AFP's ability to deliver effectively, efficiently and in a timely manner.

- This calls for a reflection on how entities can reconfigure and realign their organizations for shared, system-wide impact. Looking into possibly increasing physical presence, best leveraging the presence of other entities and/or utilizing more and better remote means to respond to needs and work together with other UN entities is critical.

- This also calls for action within each entity purview on issues such as delegation of authority, so that those operating away from where agency representative reside are entitled to engage with governments and respond to their needs in an effective and timely fashion.

Recommendation

Tailor the country and territory coverage of RCs and MCOs to what is appropriate for each context

The unique context of MCOs requires a tailored approach to determine the coverage of each MCO

What we heard

Large MCOs can be difficult for RCs to effectively cover. RCs serving more than four countries find it difficult to fully serve the countries covered by their MCO.

Logistical considerations are critical. Logistical considerations, primarily travel, pose considerable difficulty for MCO personnel.

Changes to MCO country and/or territory alignment can provide opportunities to improve UN services: RCs can achieve greater scale or efficacy by supporting countries with similar development needs and priorities.

No one-size-fits-all approach: UN staff and consulted governments emphasized that the needs and context of each country and territory are unique, requiring a tailored approach.

The MCO organizational arrangements need to be flexible: The size and scope of an MCO cannot be based on a formula or model with established tiers or sizes. Several factors must be considered when determining the arrangements of an MCO.

"It is important to consider all of the countries' specific characteristics and development challenges, and not merely whether countries are in relative vicinity of each other. It is generally perceived that *an MCO that coordinates operations for similar development needs and challenges will be more efficient and productive.*"

- Caribbean government entity

In the Pacific, consultations reflected a need for increased UN presence, particularly in the North Pacific

What we heard: Pacific

Level of country need and travel logistics make it difficult for ten countries to be served from Suva. Feedback from several countries served by the Fiji MCO, indicated that restricting the sub-regions/number of countries served by the Fiji MCO would allow for more consistent and tailored support from the RC and RCO across the region.

The North Pacific would be better served through a dedicated MCO. Both within and outside of the North Pacific, consulted government entities and UN personnel emphasized the need for increased UN presence in the North Pacific to address unique development needs and travel connectivity constraints.

Other countries would benefit from enhanced UN development coordination leadership due to the breadth of development challenges and the magnitude of the AFP presence in the country that may require enhanced development coordination presence within the Pacific MCO setup.

"The Resident Coordinator in Fiji covers 10 countries, his physical presence and attention obviously **needs to be more focused and engaged** than it is now."

- Pacific Government Entity

"Separating the current MCO coverage into sub-regional [areas] is the only way to ensure the UN development system is effective and responsive to UN member states in this region…With a reform of the MCO into sub-regional operations, the UN could be more targeted, and priority driven with better oversight."

- Pacific Government Entity

"We see the value of UN's presence in Fiji and Samoa. *We would like to also see a UN presence in the Northern Pacific* to assist our sub-region implement this ambitious universal agenda for sustainable development"

- Pacific Government Entity

"The Pacific Ocean is huge and the countries within it are divided into North Pacific and South Pacific with sub-regions: Micronesia, Melanesia, and Polynesia. The UN focus in on the South Pacific and the North Pacific is left behind. *Open an MCO in the North Pacific."*

- Pacific Government Entity

Tailor the country and territory coverage of RCs and MCOs to what is appropriate for each context

In the Caribbean and AIMS, feedback mostly pinpointed opportunities for improved and needs-driven MCO coverage

What we heard: Caribbean and AIMS

Across the Caribbean and AIMS, countries and territories outside of MCO hubs seek clear focal points to connect them with the RC and broader UN system. Particularly in countries and territories with a limited presence of UN personnel, consulted governments emphasized a need for more streamlined communication, better coordination, and improved access to knowledge about UN capabilities and expertise.

Some Caribbean countries and territories felt they would be better served from a different MCO hub. Travel logistics, cultural and historical similarity, and alignment of development challenges were cited by certain governments and UN personnel as reasons to realign their country/territory to a different MCO.

"If we are not there in the conversation, we might not really be able to identify the need." *We need to find creative ways to represent the UN system across all countries."*

- Caribbean UN Personnel

"Please let us know what you are doing, what [support] is available, and **how it might assist us** so we can gain a better understanding."

- Caribbean Government Entity

"There is a need for a focal point or person to *coordinate and disseminate information* related to the services provided by the UN."

- Caribbean Government Entity

Final draft

Tailor the country and territory coverage of RCs and MCOs to what is appropriate for each context

The ability to adequately serve all countries and territories in MCOs also depend very much on the connectivity between countries and the MCO hub offered by commercial flights.

Pacific
- Only one main flight hub in the region (Fiji).
- Four countries are only connected to one of the various countries or territories served by one of the MCOs.
- Countries in the North Pacific have no direct flights to their MCO hub.
- Tokelau does not have an airport and is connected to Samoa by boat.

Latin America & Caribbean
- Four key hubs for intra-regional travel: Antigua & Barbuda, Barbados, Jamaica, Trinidad & Tobago.
- Comparatively high number of direct flights between MCO-served countries and territories
- One territory (Bermuda) has no direct flights to other MCO-served countries or territories

AIMS
- MCO-hubs have direct flights to countries served.
- Large number of global flights into and from MCO-served countries.
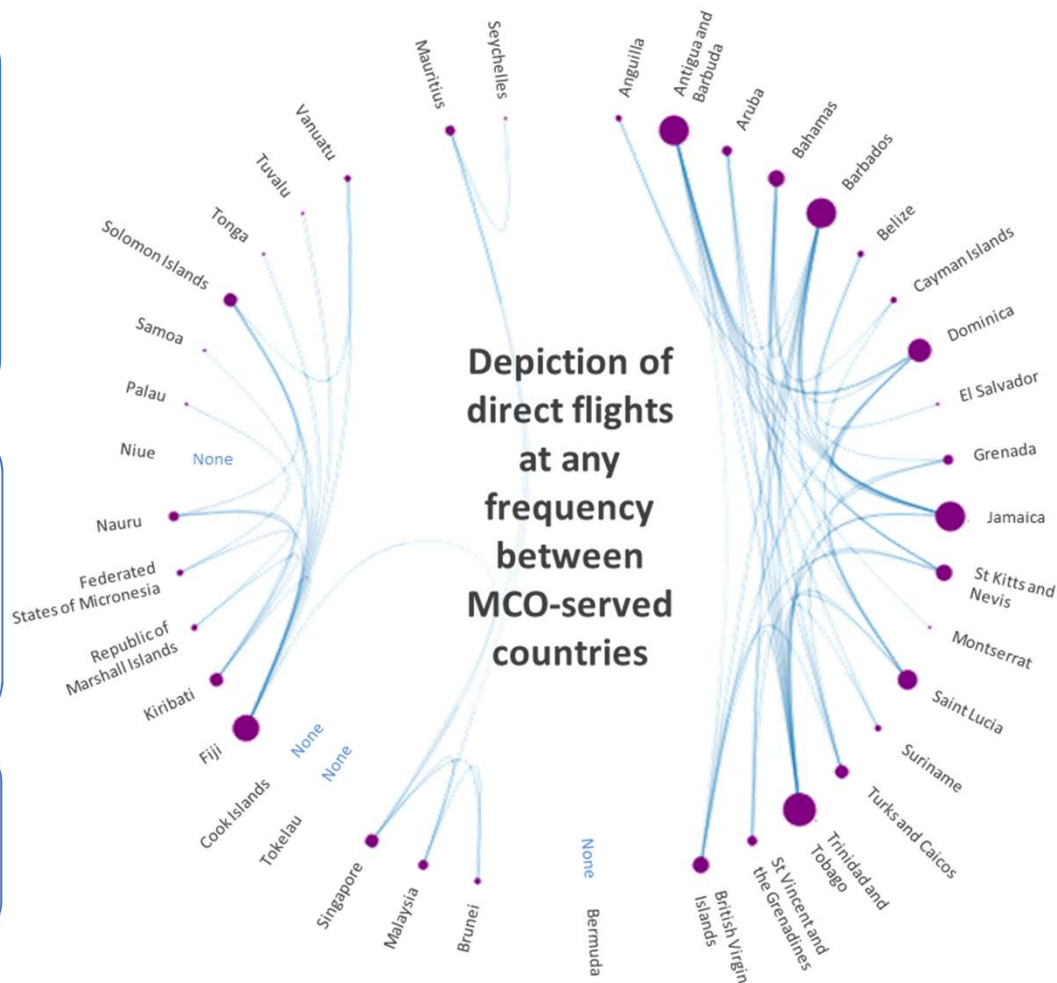
Depiction of direct flights at any frequency between MCO-served countries

Recommendation: Tailor the country and territory coverage of RCs and MCOs to what is appropriate for each context

In some situations, especially in those instances where large distances and expensive travel make connectivity difficult, reduced coverage of MCOs should be considered.

To enable effective coordination and service delivery, alignment of countries under an MCO should consider the following:

- **Development needs**, based on national development plans

- **Vulnerabilities** of economic, social and environmental nature

- **MCO capacity** to properly support governments served based on number of countries and territories covered

- **Connectivity** to effectively engage and deliver services in-person and remotely assessed through:
  - Information Communications Technology (ICT) cost, capability, and reliability
  - Commercial flights frequency, cost, and travel time

Full analyses of options are available in Section 5: Data Packs for Configuration Options

Recommendation

Countries in the North Pacific (Nauru, Palau, Federated States of Micronesia (FSM), Republic of Marshall Islands (RMI), Kiribati) are currently served by the MCO based in Fiji, in the South Pacific, which covers 10 countries

Existing Fiji MCO

North Pacific countries

Palau

Marshall Islands

Federated
States
of Micronesia

Nauru

Kiribati

Tuvalu

Solomon
Islands

Vanuatu

Fiji

Tonga
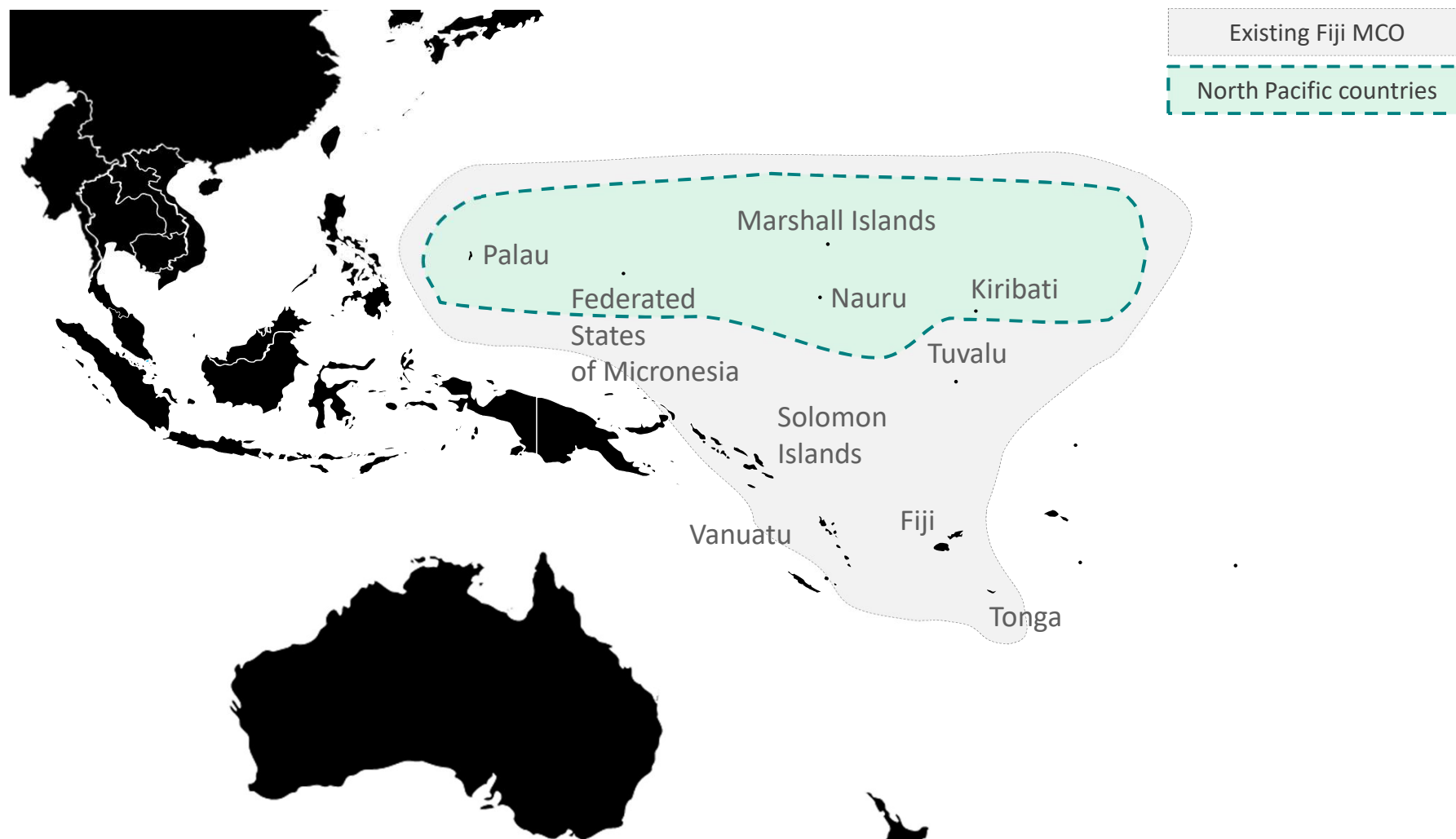
The North Pacific has unique development needs and priorities requiring dedicated attention

Shared development needs and priorities

The five North Pacific countries have established the Micronesian Presidents' Summit (MPS) which brings together the Presidents of each country to discuss issues impacting the region. These countries share common development needs and priorities, and have leveraged the MPS to discuss sub-regional issues including climate change, health (all 5 countries are among the top 7 globally in terms of non-communicable diseases), and renewable energy. These countries also have similar development contexts as middle-income countries; Kiribati is the only LDC and has been recommended for graduation.

MCO capacity

UN presence in the North Pacific is limited (see table below). There are 7 resident UN entities in the North Pacific with a total of 27 international and 57 national personnel (84 in total). The largest sub-regional UN presence is located in FSM and that presence is predominantly IOM personnel, which is providing disaster recovery. As a result of the limited UN presence, North Pacific countries rely on technical and policy expertise located outside of the sub-region, but have experienced delays in receiving support needed to advance Agenda 2030.

> "Commissioning a separate MCO to serve the sub-regional northern Pacific [would] releive [some of the] burden of the current MCO/UNDS structure, and enable more positive engagement."
>
> — North Pacific government entity

> "We would like to see more technical assistance, not only present but empowered to engage with us and address pressing issues."
>
> — North Pacific government entity

Country	Resident UN entities	UN personnel (Int'l – Nat'l)
FSM	IOM, UNFPA, UNICEF, UNOPS, WHO	20 – 22
Kiribati	UNDP, UNFPA, UNICEF, UNOPS, UN Women, WHO	3 – 18
Palau	IOM, UNOPS, WHO	1 – 3
Nauru	UN Women, WHO	0 – 4
RMI	IOM, UNFPA, UNOPS	3 – 10

Final draft

Limited flight connectivity in the North Pacific creates challenges to providing effective and relevant support from outside the sub-region

Distance

When compared to the other countries served by the Fiji-based MCO, the North Pacific countries (**bolded** in the table to the right) are consistently farther from Fiji; all five North Pacific countries are more than 2,000 kilometers from Fiji. The remoteness of the North Pacific countries is exacerbated by logistical limitations, including non-daily and non-direct flights. The combination of distance and limited flight connectivity impedes the ability of the Fiji RC, RCO and UNCT to frequently travel and regularly engage to provide effective support.

Flight frequency

The flight connectivity map presents direct, commercial flights between the five North Pacific countries and Fiji. There are no daily flights connecting the five North Pacific countries and Fiji. There are a few airlines that operate flights in the North Pacific (e.g. United Airlines, Nauru Airlines, Air Niugini), but only Nauru Airlines services and connects all five countries. Nauru Airlines enables access to these countries, but not all North Pacific countries have direct flight access to one another, making travel through the sub-region time-consuming and costly. For more detail on the logistical challenges in the North Pacific, see Section 5.1.

Point A	Point B	Approximate Distance (km)*	Approximate Travel Time**
Fiji	**FSM**	**3,470**	**12 hrs**
Fiji	**Kiribati**	**2,160**	**15 hrs**
Fiji	**Nauru**	**2,300**	**7 hrs**
Fiji	**Palau**	**5,550**	**25 hrs**
Fiji	**RMI**	**2,860**	**10 hrs**
Fiji	SOI	2,130	8 hrs
Fiji	Tonga	810	5 hrs
Fiji	Tuvalu	1,160	2 hrs
Fiji	Vanuatu	1,020	3 hrs

Flights at any frequency (not daily) [23]

Palau   Fiji

Nauru   Kiribati

Micronesia   Marshall Islands

| 1 | Leadership | 2 | Regional & Global | 3 | Improvement | 4 | Resources |
| A B C D | | A B C | | A B **C** D | | A B |

Final draft

Increase UN presence in the North Pacific
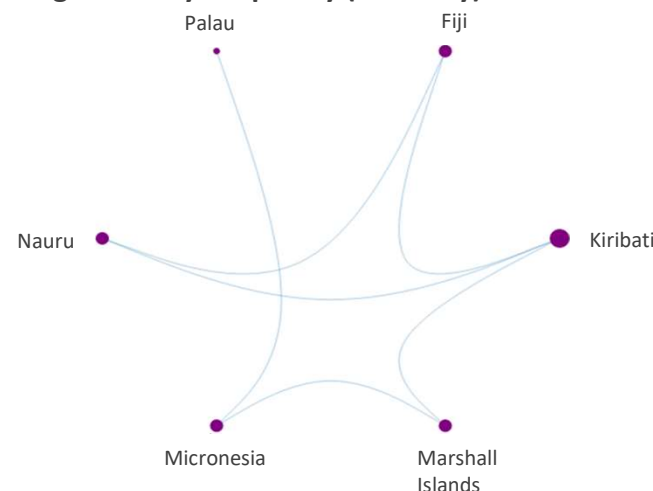
Trends in the North Pacific

Growing AFP presence

North Pacific countries have a combined UN presence of seven resident agencies, with 84 personnel. FSM-based UN staff indicated that UNDP and UNICEF recently established resident presence in FSM and are likely to expand operations in the coming years.

High Vulnerability

The Economic Vulnerability Index of countries served by the current Fiji MCO ranges from 40 – 80. A new MCO in the North Pacific would consist of the countries with the highest economic vulnerability, with EVI ranging from 58 to 80, whereas the remaining countries in the Fiji MCO would have EVI scores ranging from 40 to 56.

UN expenditures

Based on DESA reported figures for 2017, the North Pacific countries have a combined annual UN expenditure of $1,674,430. This is relatively low compared to existing MCOs. A preliminary analysis of 2018 expenditures—conducted by the Fiji MCO—revealed that UN activities in the Pacific increased from 2017 to 2018. In addition, discussions with development partners in the sub-region revealed the UN is uniquely positioned—as an impartial, non-political entity—to help further attract and coordinate collaboration between governments and other development partners.

> **A North Pacific MCO would have comparable indicators to the current MCOs:**
> • **It would have the highest EVI of the current MCOs, demonstrating the greatest vulnerability**
> • **It would have the lowest UN Program Expenditures, reflecting a lower level of current UN activity in need of strengthening**

Recommendation: Increase UN presence in the North Pacific

Enable an independent, impartial and empowered coordination function in the North Pacific by increasing the presence of coordination personnel through a new MCO. Such a presence in the sub-region will facilitate an increase in the integrated, effective and efficient programmatic response to the needs of individual countries in the Pacific region. The catalytic role of the RC will serve to work with resident and non-resident AFPs to identify needs, assess services currently provided and consider changes that improve UN support to governments in their pursuit of Agenda 2030 and SAMOA Pathway priorities.

MCO in the North Pacific: one MCO hub and four countries with country coordination personnel

Benefit
- Increased responsiveness to country needs.
- Faster mobilization of UN capacity and resources
- Improved perception of UN services
- Improved coherence of UN services

Cost:*
- Estimated at $1,353,672 per year

The proposed MCO would:

▶ *Serve a population greater than the countries and territories of the Samoa MCO* and

▶ *Support a resident AFP presence greater than that of the Mauritius MCO*

Cost data is based on staff costs outlined in RCO budgets compiled in Feb 2019. Cost data is not available or complete for all countries and territories, where there is data missing, a country or territory with similar costs was leveraged. Office location costs are not included in estimates. North Pacific countries are currently covering some operational costs and have stated their commitment to host an increased UN presence.

MCO hub location has not been determined and may affect cost estimates.

UN Joint Presence Offices (JPOs) play a significant coordination role in the Pacific

Establishment of JPOs

- UN Joint Presence Offices (JPOs) were established in 2018 to bring the UN closer to the countries in the Pacific region and better serve their needs. JPOs serve as the 'one stop shop' for contact with the UN system as a whole, and as the means for strengthening UN coherence at the country level in an efficient manner.
- The JPOs were established, managed and funded by UNDP, UNFPA, UNICEF and UN Women, who continue to do so outside the regular management and funding of the RC system.

JPO Country Coordination Officers

- The Country Coordination Officers of the JPOs are supervised by the entity they belong to and have no institutional link to the RC/RCO, despite operating in close contact with them. Often, CCOs are regarded as agency staff rather than as part of the RCO.
- The level of CCOs vary from country to country. They can be national or international staff, from senior to junior officers. Their level and category often depend on specific country contexts (human capital, conditions of service, etc.).

JPO Services

- The JPO services are available to all other UN agencies on a cost-recovery basis. The increasing demand on JPO services and the cost recovery procedures have overburdened JPO staff.
- A study commissioned in 2015 to explore lessons learned, challenges, and opportunities to improve the JPO setup confirmed the validity of the model, but also highlighted fragmented business processes, differentiated lines of reporting and coordination support, and unsustainable financial viability.

> **Recommendation:** Reassess the Joint Presence Offices in the Pacific to address issues related to staffing, business processes, reporting lines and financial viability

A reassessment of the JPO model will need to consider in particular:

- Delinking the coordination officers from UNDS agencies and creating direct reporting lines to the RC
- Revisiting the cost-sharing formula
- Addressing staffing issues related to both level (national vs. international) and capacities (profile and skillsets) as well as attraction, recruitment and retention of staff

▶ This effort will be critical to ensure an independent, impartial and empowered coordination function in each country and scale up an integrated, effective and efficient programmatic response to the needs of individual country contexts in the Pacific region.

▶ It may also be worth considering changing the name of this model, as the acronym JPOs is often confused for the UN Junior Professional Officers programme.

Recommendation

Increase outposted capacities in the Caribbean

Final draft

In the Caribbean, RC office personnel are concentrated in 6 of 22 countries

RC Office Staffing as of December 15

KEY

- RC office coordination personnel
- Resident Coordinator

Jamaica MCO
4 Countries/Territories

Barbados MCO
10 Countries/Territories

El Salvador MCO
2 Countries/Territories

Trinidad & Tobago MCO
4 Countries/Territories
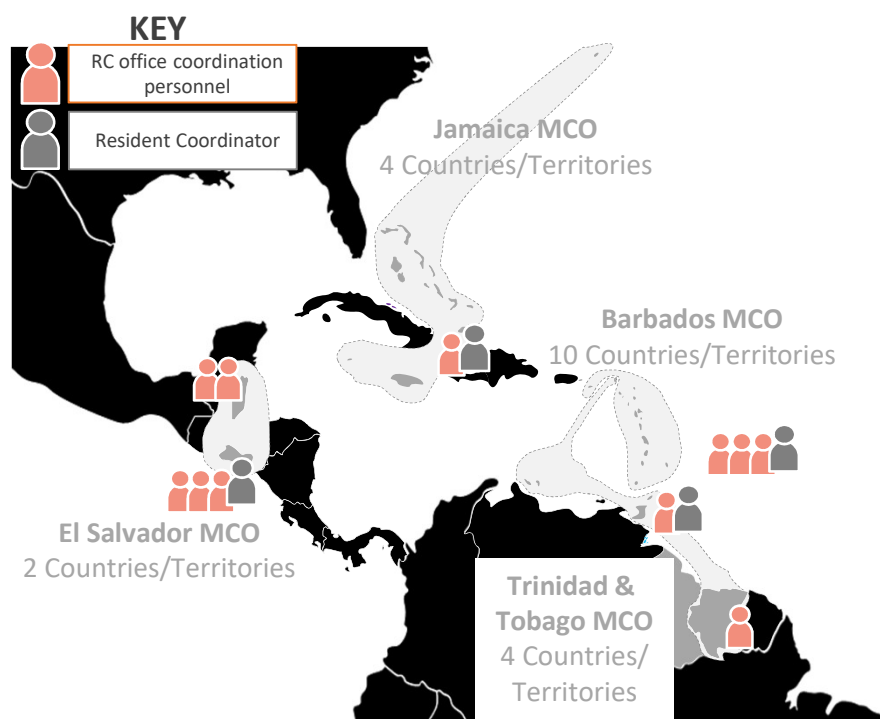
Country coverage

- 3 of 4 Caribbean MCOs cover four or fewer countries.
- Outposted country capacity exists in two countries (Belize and Suriname each have a small RC office).
- The one exception is the Barbados-based MCO, whose coverage includes 10 countries and territories in the Eastern Caribbean region (in line with OECS coverage).

Impacts on RC office resourcing in the region

- The presence of an RC office is based on legacy structures inherited from UNDP (see Section 1) and was not based on any analytical framework or approach.
- Based on legacy structures, the RC office capacity has the following profile:
  - T&T MCO: 4 countries & territories, 2 personnel
  - El Salvador MCO: 2 countries, 5 personnel
  - Jamaica MCO: 4 countries & territories, 1 personnel
  - Barbados MCO: 10 countries & territories, 3 personnel

> **When considering number of RCOs, compared to the Pacific, the Caribbean has overall more capacities but fewer outposted personnel**

Recommendation: Increase outposted capacities in the Caribbean

- **Assess the current allotment of capacities outposted in the Caribbean.** The current allotment of capacities in the Caribbean should be assessed for potential areas where new capacity may be required. The Caribbean region warrants a stand-alone analysis to decide on how best to reconfigure and/or increase capacities to improve country level responsiveness and service delivery.

- A number of options for consideration to increase capacities exist, such as:
  o Creating similar country coordination officers in each country, as in the Pacific, based on the Pacific JPO model, lessons learned and possible reform of such model
  o Assigning a senior officer to the Barbados MCO covering 10 countries and outposting this individual to help serve a sub-set of countries within such MCO, while considering country coordination officers in a sub-set of countries covered by other MCOs
  o Increasing technical capacities in some countries according to needs, vulnerabilities and existing support, such as for example a resilience and disaster risk management/response coordinator

Outposting coordination officers in all or a subset of countries	**Assigning and outposting a senior officer belonging to the Barbados MCO**	**Placing a disaster risk management/response coordinator in-country**
Cost* • **Placement of country coordination personnel** in **all non-hub** countries and territories would cost **between $1,867,928 and $2,214,517**, depending on their level (NOB or NOC).	*Cost** • The cost of placing a **P5** in any of the nine non-hub countries and territories of the Barbados MCO **range between $281,818 and $294,598** per year.	*Cost** The cost will depend on the level of the advisor/coordinator • **NOC: $151,792** • **P4: $253,886** • **P5: $291,062**

Recommendation

Resources to Address Development Needs and Coordination

3.4

Note to the reader:

- The following sections review the findings associated with each recommendation, as well as provide detail for each recommendation.
- Readers can follow the structure of these through the navigation at the top of each page (see below).
- These navigation panels (with 4A and 4B below) match the recommendations structure outlined in Section 3.
- Recommendations pages are specifically labeled as such with a blue bar down the side of the page.

Navigation panel at the top of every page

4 Resources
A B

4

Resources to address development needs and coordination

A Ensure dedicated funding rounds under the Joint Fund for the 2030 Agenda tailored to issues that impact SIDS

B Ensure that resourcing of RC offices in MCOs correspond to geographic coverage and responsibilities

Ensure dedicated funding rounds under the Joint Fund for the 2030 Agenda tailored to issues that impact SIDS

Improved access to programming resources is needed to help drive achievement of Agenda 2030

What we heard

- More than any other factor, countries want a greater presence of UN agencies funds and programs to address economic, environmental and social vulnerabilities.
- Total resourcing available to the SIDS served by MCOs is small and influenced by population size.
- Graduation to high and middle income status of many of these countries has further reduced available funding.
- Limited access to financing for development in some countries has impeded the ability for some MCO-served countries to obtain the resources required to adequately address development challenges.
- UN development system agencies are stretched thin, with MCOs operating across many countries with very small budgets

"There is an urgent need to review the criteria for which financial support is given. *SIDS should be considered as a separate category,* given that our specificities and needs differ from other groups. "
–AIMS government entity

"The ability to tap into more resources to assist would [help] immensely."
- Pacific government entity

Funding is required to enable MCOs and UN development system to support SIDS and MCO-served countries with their most pressing development challenges.

Ensure dedicated funding rounds under the Joint Fund for the 2030 Agenda tailored to issues that impact SIDS

Nearly 85% of expenditures in SIDS served by MCOs is concentrated in 8 countries

- Countries served by MCOs represent 25% of all countries.
- These 25% have 0.9% of UN OAD expenditure.
- Of the 0.9%, 28% goes to Malaysia, Brunei, and El Salvador, and 72% goes to SIDS.
- In all, 0.65% of global UN expenditure is in SIDS served by MCOs

- The resources provided to SIDS are concentrated (roughly 85%) in the MCO hubs located in SIDS (Fiji, Samoa, Barbados, Jamaica, Mauritius, and Trinidad and Tobago) and two other countries (Solomon Islands and Belize).

- The remaining 15% of expenditures are in the 30 SIDS covered by MCOs. These 30 countries, all non-hub SIDS, represent roughly 0.1% of UN OAD expenditure.

Note: Expenditure data is potentially skewed by collection and reporting practices. For instance, the Fiji MCO is the base of operations of many Agencies, Funds and Programmes. Personnel based in Fiji that support multiple countries are recorded as Fiji expenditure. However, the underlying finding that limited resources are unequally distributed is likely still valid. Regional spending is also omitted in this analysis.

SIDS
2017 Expenditures

Total UN Expenditure

Turks & Caicos / St. Maarten / Cayman Islands / British Virgin Islands / Anguilla / Aruba / Singapore / Bahamas / Montserrat / Nauru / Tokelau / Palau / Marshall Islands, Republic of / Curaçao / Tuvalu / Bermuda / Niue / Micronesia, Fed.States of / Kiribati / St. Lucia / St. Vincent & Grenadines / St. Kitts & Nevis / Seychelles / Grenada / Tonga / Cook Islands / Antigua & Barbuda / Vanuatu / Suriname / Dominica / Belize / Trinidad & Tobago / Mauritius / Jamaica / Solomon Islands / Barbados / Samoa / Fiji

> **UN OAD expenditures in SIDS is roughly 0.65% of expenditures in RC system countries and territories, and is unevenly distributed across MCO SIDS. Non-hub SIDS tend to receive lower expenditures than MCO-hubs.**

Ensure dedicated funding rounds under the Joint Fund for the 2030 Agenda tailored to issues that impact SIDS

The Joint Fund for the 2030 Agenda provides an opportunity to mobilize funding for country-focused joint programming

- The Joint Fund is *"designed to provide the 'muscle' for resident coordinators and a new generation of United Nations country teams to help countries deliver on the Sustainable Development Goals."*

- The Fund is linked to the United Nations Development Assistance Framework and is designed to enable Resident Coordinators to mobilize the full range of capacities and cross-agency collaboration required to support the achievement of the Sustainable Development Goals in countries.

- The Fund is multi-thematic allowing for a wide variety of integrated policy projects in support of governments.

- The Fund is administered in rounds with distinct calls for proposal that are centered on a specific theme.

> ## Recommendation: Ensure dedicated funding rounds under the Joint Fund for the 2030 Agenda tailored to issues that impact SIDS

- **Consider dedicated calls for proposal under the Joint Fund for the 2030 Agenda that focus on SIDS specific issues and address SIDS specific challenges.** Potential issue areas are well documented in the SAMOA Pathway (see box to the right). The creation of a round dedicated to SIDS-specific issues should be selected in consultation with governments.

- A critical element to address through these calls for proposal are the **underlying factors contributing to the vulnerability of SIDS.**

- A funding round specific to issues impacting SIDS and MCO-served countries should also consider **promoting multi-country projects to improve economies of scale and encourage regional projects that reinforce regional integration efforts** that are already in place in the MCO context. These multi-country programs promote South-South collaboration, sharing of practices across the region, and reinforcement of existing regional or sub-regional bodies for sustainability.

SAMOA Pathway priority areas & potential areas for future Calls for Proposal under the Joint Fund

- Sustained and Sustainable, Inclusive and Equitable Economic Growth with Decent Work for all
- Climate change
- Sustainable energy
- Disaster Risk Reduction
- Oceans and Seas
- Food Security and Nutrition
- Water and Sanitation
- Sustainable Transport
- Sustainable Consumption and Production
- Management of Chemical Waste, including Hazardous Waste
- Health and Non-communicable Diseases
- Gender Equality and Women's Empowerment
- Social development
- Biodiversity
- Invasive Alien Species
- Means of Implementation, including Partnerships

Recommendation

Ensure that resourcing of RC offices in MCOs corresponds to geographic coverage and responsibilities

The RC system Coordination Fund provides an opportunity to allocate funding for increased MCO coordination

In line with RC system reform, The Coordination Fund is **part of the RC system Special Trust Fund** (SPTF) for coordination activities. These activities include travel, consultants, services, etc., including for the following:

- Organization of UNCT meetings / retreats
- Convening UN partners to analyze or define a plan of action
- Designing joint UNCT work, such as joint UN strategies, campaigns or other UNCT plans
- Designing/planning of core elements of the standard operating procedures for Delivering as One
- Communication and advocacy activities
- Joint analytical work

At country level, a **three track allocation approach** to RCOs is expected to be implemented as follows, depending on overall availability of funding:

➢ **Track A**: a minimum base allocation to all RCOs
➢ **Track B**: "Programming cycle bonus" allocation for non-recurrent coordination activities linked to the UNDAF/Cooperation Framework cycle (including CCA development, UNSCDF evaluation, etc.)
➢ **Track C**: 'Top up' amount based on allocation formula that takes into account:
    o Number of countries covered by RC (MCO trigger)
    o Size of UNCT
    o Operational footprint of UN in country

Recommendation: Allocate additional $25k per country or territory for coordination activities of MCOs under the Coordination Fund

A lack of financial resources hampers the ability of RCs to engage with countries beyond the MCO hub.

In addition to the minimum funding allocation to all RCOs and a programme cycle bonus for non-recurrent coordination activities such as the development of a Cooperation Framework, moving forward, it is recommended to:

▶ **Formalize the increase in resources** for coordination activities of MCOs, allocating the additional $25k per country or territory outside the MCO hub.

Through an increase of $25k per country or territory, the Coordination Fund track C could ensure funding for coordination activities up to an extra $225k (in the largest MCOs covering 10 countries), in addition to the baseline coordination funding and UNSDCF bonus for all RCOs.

▶ **Review the total top-up funding** after one year to assess and potentially adjust funding levels based on varying levels of needs in regions, disparity in travel and other MCO coordination costs.

Recommendation

MCOs as a Setup for UN Delivery

4

Organically, MCOs have arisen as a way to organize to enable efficient and effective services to small countries

The list below includes countries and territories served by the RC system, with a population below 2 million people

State Name	LDC	RC Location	SIDS	2017 Population
Anguilla		MCO: Barbados	Y	NA
Cook Islands		MCO: Samoa	Y	NA
Montserrat		MCO: Barbados	Y	NA
Niue		MCO: Samoa	Y	NA
Tokelau		MCO: Samoa		NA
Tuvalu	Y	MCO: Fiji	Y	11,192
Nauru		MCO: Fiji	Y	13,649
Palau		MCO: Fiji	Y	21,729
British Virgin Islands		MCO: Barbados	Y	31,196
Turks & Caicos		MCO: Jamaica	Y	35,446
St. Maarten		MCO: T&T	Y	41,109
Marshall Islands, Republic of		MCO: Fiji	Y	53,127
St. Kitts & Nevis		MCO: Barbados	Y	55,345
Cayman Islands		MCO: Jamaica	Y	61,559
Bermuda		MCO: Jamaica	Y	65,441

State Name	LDC	RC Location	SIDS	2017 Population
Dominica		MCO: Barbados	Y	73,925
Seychelles		MCO: Mauritius	Y	95,843
Antigua & Barbuda		MCO: Barbados	Y	102,012
Aruba		MCO: T&T	Y	105,264
Micronesia, Fed.States of		MCO: Fiji	Y	105,544
Grenada		MCO: Barbados	Y	107,825
Tonga		MCO: Fiji	Y	108,020
St. Vincent & the Grenadines		MCO: Barbados	Y	109,897
Kiribati	Y	MCO: Fiji	Y	116,398
Curaçao		MCO: T&T	Y	161,014
St. Lucia		MCO: Barbados	Y	178,844
Samoa		MCO: Samoa	Y	196,440
Sao Tome and Principe	Y	Sao Tome and Principe	Y	204,327
Vanuatu	Y	MCO: Fiji	Y	276,244
Barbados		MCO: Barbados	Y	285,719

State Name	LDC	RC Location	SIDS	2017 Population
Belize		MCO: EL Salvador	Y	374,681
Bahamas		MCO: Jamaica	Y	395,361
Brunei		MCO: Malaysia		428,697
Maldives		Maldives	Y	436,330
Cabo Verde		Cabo Verde	Y	546,388
Suriname		MCO: T&T	Y	563,402
Solomon Islands	Y	MCO: Fiji	Y	611,343
Montenegro		Montenegro		622,471
Guyana		Guyana	Y	777,859
Bhutan	Y	Bhutan		807,610
Comoros	Y	Comoros	Y	813,912
Fiji		MCO: Fiji	Y	905,502
Djibouti	Y	Djibouti		956,985
Mauritius		MCO: Mauritius	Y	1,264,613
Equatorial Guinea		Equatorial Guinea		1,267,689
Timor-Leste	Y	Timor-Leste	Y	1,296,311
Eswatini		Eswatini		1,367,254
Trinidad & Tobago		MCO: T&T	Y	1,369,125
Bahrain		Bahrain	Y	1,492,584
Kosovo		Kosovo		1,830,700
Guinea-Bissau	Y	Guinea-Bissau	Y	1,861,283

- **All countries and territories served by the RC system with a population less than 200,000 are currently served from an MCO**
- **Only three countries served by the RC system, all SIDS, with a population less than 600,000 are not served by an MCO**
- **Of the 51 RC system served countries and territories with a population less than 2 million, only 14 countries are not served by MCOs**
- **Of the 14 small countries not served by MCOs, six are LDCs**

Through consultations and survey of governments and UN entities, several factors were identified that influence when an MCO is appropriate or not

An MCO could be a <u>good</u> arrangement when…

Scale
- One country cannot reasonably provide sufficient scale of UN services or coordination requirements.
- Multi-country development financing is prevalent.

Themes and Priorities
- Countries are thematically or strategically linked (e.g. climate change impact).
- There is strong regional integration and the UN can bolster South-South cooperation.
- AFPs also organize in multi-country offices

Politics and Context
- Countries have established channels for collaboration and communication, such as regional intergovernmental organizations (e.g. OECS).
- Countries are linked through some shared language, culture, historical context.

Logistics & Connectivity
- ICT and travel connectivity is strong between countries.

An MCO could be a <u>poor</u> arrangement when…

Scale
- It groups together countries with substantial and very diverse development needs.
- Development complexity is very high with multiple facets that are very different.
- It groups together countries with high UN system presence/ programming.
- It may impair ability to respond to shocks (at country and/or regional level) due to capacity constraints.

Themes and Priorities
- UN system presence is highly country-specific.

Politics and Context
- It groups together countries with stark differences in language, culture, historical context.

Logistics & Connectivity
- ICT infrastructure is weak across the region.
- Travel is unreasonably time-consuming and/or expensive between countries.

> **While this provides general guidance on when an MCO may be appropriate, one-size-does-not-fit-all and each situation must be independently assessed.**

Data Packs for Configuration Options

5

Increase the presence in the North Pacific

5.1

Option for increasing presence in the North Pacific

New MCO in the North

Palau
Federated States of Micronesia
Marshall Islands
Nauru
Kiribati
Tuvalu
Solomon Islands
Tokelau
Fiji
Samoa
Vanuatu
Niue
Tonga
Cook Islands

KEY

	Resident Coordinator
	RC Senior Delegate
	RC office core staff
	Country Coordination Officer
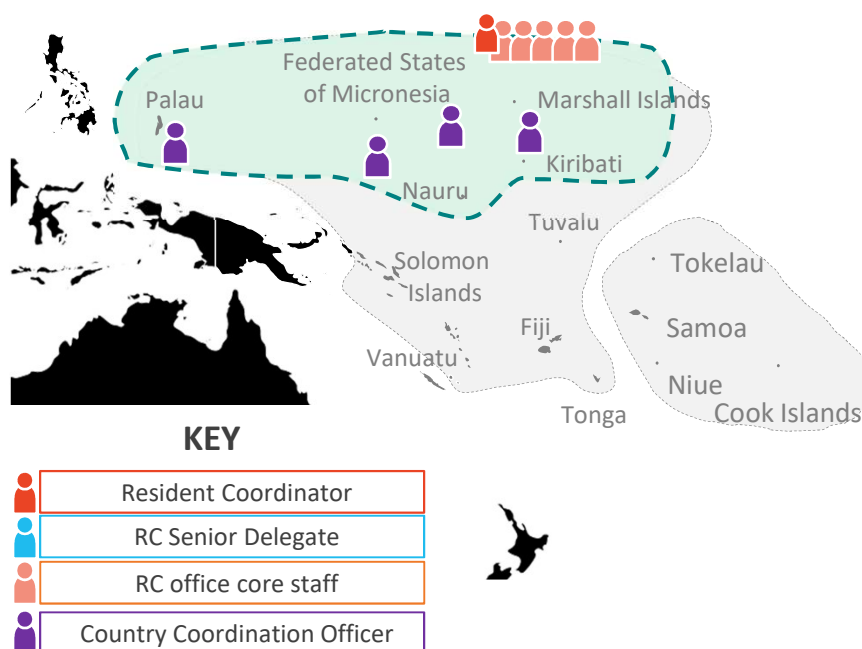
This option would involve creation of a new MCO in the North Pacific with a dedicated RC and RCO. The location of this office is to be determined. Travel and availability of human capital should be considered in selection of the hub. Each of these factors is analyzed in the following slides.

Justification

- The North Pacific is several thousand kilometers from the MCO hub in Fiji. Flight times to this region are extremely long, impeding the ability of the UN to adequately serve the region.
- The North Pacific has a unique development context, high vulnerability, and shared priorities.
- A new RC and RC office would provide substantial new capacity to serve the North Pacific.

Pro

- Greater level of attention and resourcing for a region that has historically had less attention.
- Dedicated coordination and RC office that would provide greater attention and service delivery.
- Smaller MCO sizes in the Pacific with more impact.

Con

- Increased cost with a new RC and RC office.
- Might dilute some of the regional cooperation and integration in the region.

Travel and Logistics Constraints: Fiji to North Pacific

Represents most optimal flight route in a given week

Suva to X	Approximate Distance (km)*	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
FSM	3,470	1x/week	12 hrs	$1,200	4
Kiribati	2,160	2x	15 hrs	$1,200	1
Nauru	2,300	1x	7 hrs	$600	2
Palau	5,550	1x	25 hrs	$1,200	3
RMI	2,860	2x	10 hrs	$800	3
Solomon Islands	2,130	1x	8 hrs	$300	1
Tonga	810	4x	5 hrs	$322	1
Tuvalu	1,160	3x	2 hrs	$275	0
Vanuatu	1,020	3x	3 hrs	$165	0-1

Routes from Fiji to the North Pacific are notably longer and less frequent than those to other countries served by the Fiji MCO. To reach the North, flights from Suva often occur only once a week and can require, on average, a minimum of **14 hours of travel**. By contrast, other countries served from the Fiji MCO have flights available several times per week and require, on average, fewer than 5 hours of travel.

Flights at any frequency (not daily)

Palau   Fiji

Nauru   Kiribati

FSM   RMI
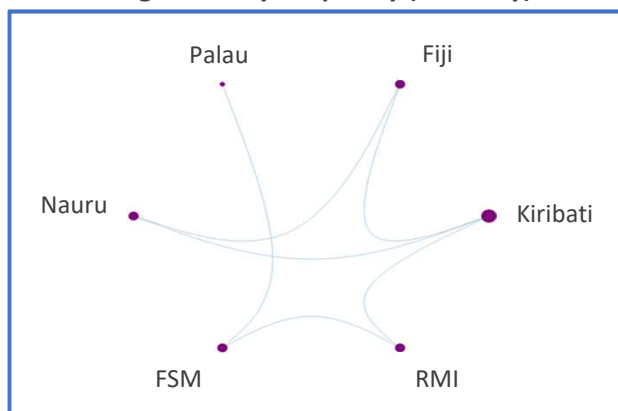
Nadi to X	Approximate Distance (km)*	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
FSM	3,458	1x/week	11 hrs	$1,060	3
Kiribati	2,180	2x	3 hrs	$1,000	0
Nauru	2,228	2x	3 hrs	$600	0
Palau	5,473	2x	23 hrs	$1,200	2
RMI	2,832	2x	8 hrs	$1,000	2
Solomon Islands	2,102	1x	3 hrs	$250	0
Tonga	858	5x	2 hrs	$270	0
Tuvalu	1,045	2x	4 hrs	$430	1
Vanuatu	956	6x	3 hrs	$200	0

*Approximate distance is measured as point-to-point distance, not travel distance.

Travel and Logistics Constraints: North Pacific Intra-Regional

Palau to X	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
FSM	3x/week	9 hrs	$531	2
Kiribati	1x	41 hrs	$1,100	4
Nauru	1x	43 hrs	$1,200	5
RMI	3x	10 hrs	$800	3

The North Pacific is interconnected through regional shuttle flights run by Nauru Airlines and United Airlines. The Nauru Airlines shuttle connects all countries except for Palau, while United Airlines runs several times a week connecting FSM and RMI to other regional travel hubs. Notably, **Palau faces the greatest connectivity challenges**, with travel times averaging at nearly **26 hrs**.

FSM to X	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
Palau	3x	6 hrs	$613	2
Nauru	1x	7 hrs	$504	2
Kiribati	1x	4 hrs	$380	1
RMI	1x*	1 hr	$179	0

Kiribati to X	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
Palau	1x	53 hrs	$1,000	5
FSM	1x	4 hrs	$362	1
Nauru	2x	1 hr	$151	0
RMI	2x	1 hr	$151	0

Nauru to X	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
Palau	1x	18 hrs	$1,000	6
FSM	1x	6 hrs	$505	2
Kiribati	2x	1 hr	$140	0
RMI	2x	4 hrs	$222	1

RMI to X	Flight Frequency	Approx. travel time	Approx. Cost	No. of Stops
Palau	3x	12 hrs	$741	3
FSM	2x	2 hrs	$300	0
Nauru	2x	3 hrs	$256	1
Kiribati	2x	2 hrs	$143	0

Direct flights from FSM to RMI are available twice on Sunday via both United Airlines and Nauru Airlines

Figures for approximate travel time and cost have been rounded. Note that inbound and outbound flights options (number of stops, frequency) may differ for a given route.

The five North Pacific governments are committed to support increased UN presence

UN Contributions

Following the 19th MPS in 2019, the five governments of the MPS issued a communique, stating their support for hosting a sub-regional MCO in the North Pacific. This support is demonstrated in the in-kind contributions provided by the five North Pacific countries to the UN. No local resources* were reported by DESA in 2017.

In-Kind Contributions reported by the Fiji RCO in April 2019

Country	Desks and/or Offices (work-stations)	Office Space (sq m)	Contributions to UN Projects ($)	Other In-Kind Contributions	Other Considerations
FSM	JPO: 6 work-stations and conference room WHO: 4 dedicated rooms, 2 shared spaces with 2 work-stations	JPO: 147 sq m WHO: 107 sq m			Cost of JPO office is $18,000 per annum; $1,500 per month WHO is based at Ministry of Health
Kiribati					Government provided land for WHO building (holds 7 workstations)
Palau	JPO: 3 work-stations, 1 lobby/reception area, 1 bathroom, 1 conference room (10-12 occ.)	JPO: 82 sq m	Cash co-financing for LGSP-governance project: USD $450,000	JPO includes utilities (water/electricity) and general cleaning services	Cost of JPO office is $19,020 per annum; $1,585 per month
Nauru	JPO: 1 work-station UNDP R2R: 2 work-stations, 1 conf. table UNDP NEC Project, Nauru Electoral Project: 3 work-stations	JPO: approx 30 sq m R2R: NA NEC: 9 sq m		JPO: electricity R2R: electricity, Internet, cleaning services NEC: electricity, amenities, Internet, water	UNDP R2R: Government pays rent, but GEF funding was used to renovate the space
RMI	JPO: 4 work-stations and conference room R2R: 3 work-stations IOM: 1 work-station	JPO: 89 sq m R2R: approx. 5 sq m			IOM is hosted in space provided in-kind at local government premise

Cost Analysis: Overview

The tables below provide an overview of the estimated annual costs for introducing a new MCO in the North Pacific. Guidance for interpreting the tables are included in Annex B.

Option: New MCO in the North Pacific

Location	MCO hub		Outposted locations		Coordination Fund		Total Cost (USD)
	# of Positions	Cost (USD)	# of Positions	Cost (USD)	Countries and territories eligible for Track C	Cost (USD)	
PACIFIC	**24**	**$3,316,835**	**10**	**$639,395**	**11**	**$575,000**	**$3,956,230**
Fiji (proposed)	8	$1,189,139	4	$225,850	4	$200,000	$1,414,988
North Pacific (proposed)	8	$1,097,144	4	$256,528	4	$200,000	$1,353,672
Samoa (existing)	8	$1,030,552	2	$157,018	3	$175,000	$1,187,570

Cost Analysis

MCO Hub Location	Micronesia, Fed. States of		
ICT – Broadband	1GB data		$26
	GB data/mo	5	$130
	12 months		$1,560

Personnel			
Title	Level	#	Annual Cost
1 Resident Coordinator	D1	1	$332,950
2 Strategic Planner	P5	1	$300,013
3 Economist	P4	1	$263,414
4 Partnerships	NOC	1	$56,836
5 Results Management	NOC	1	$56,836
6 Communications	NOB	1	$45,160
7 Executive Associate	G6	1	$25,729
8 Driver	G3	1	$14,647
Total			**$1,097,144**

MCO Hub Location	Fiji		
ICT – Broadband	1GB data		$9
	GB data/mo	5	$46
	12 months		$550

Personnel			
Title	Level	#	Annual Cost
1 Resident Coordinator	D1	1	$306,472
2 Strategic Planner	P5	1	$276,902
3 Economist	P4	1	$242,913
4 Partnerships	NOC	1	$103,189
5 Results Management	NOC	1	$103,189
6 Communications	NOB	1	$83,269
7 Executive Associate	G6	1	$47,044
8 Driver	G3	1	$25,612
Total			**$1,189,139**

Outposted Locations

Personnel — ICT: Broadband — Total

Title	Location	Level		1GB data	GB data/mo	Annual Cost
1 Country coordination personnel	Kiribati	NOC	1	$192	1	$35,403
2 Country coordination personnel	Marshall Islands, Republic of	NOC	1	$50	1	$66,143
3 Country coordination personnel	Nauru	NOC	1	$91	1	$50,696
4 Country coordination personnel	Palau	NOC	1	$91	1	$104,285
5 Country coordination personnel	Solomon Islands	NOC	1	$276	1	$36,023
6 Country coordination personnel	Tonga	NOC	1	$31	1	$32,401
7 Country coordination personnel	Tuvalu	NOC	1	$91	1	$26,713
8 Country coordination personnel	Vanuatu	NOC	1	$56	1	$130,712
Total						**$482,377**

Personnel Source [16]
ICT Source [25]

Enhance RCO Capacities

5.2

The review team has envisioned two new roles for additional outposted MCO RC office capacities, particularly in the Caribbean

Country Coordination Officer (Suggested Level: NOB/NOC)

This position would closely resemble the legacy Country Coordination Officers present in many RC offices before the roll out of the repositioned RC system on 1 Jan 2019. Example profile and responsibilities include the following:

- Development generalist capable of providing broad support across RC office functions;
- Works closely with core RC office capacity to deliver effective country specific partnerships, communications, economic advice, and strategic planning services;
- Participates in and coordinates country planning;
- Provides technical and other support to the UNCT in countries;
- Participates in and coordinates development outcome groups;
- Serves as an advocate for country needs within the RC office; and
- Coordinates day-to-day relationship with government.

RC Senior Official (Suggested Level: P5)

This position would serve as a senior delegate of the Resident Coordinator. Responsibilities of this position would closely resemble those of the RC and Strategic Advisor/RCO Team Leader, including some delegation of authority for specific activities. Example profile and responsibilities include the following:

- Development expert with extensive knowledge of the UN development system and its capacities;
- Experienced leader capable of interacting with the highest levels of governments and donor organisations;
- Leads country-level planning and cooperation strategies, working at the direction of the RC and overseeing the activities of core RC office specialists; and
- Responsible for multiple countries and the effective coordination of UNCT activities.

There are multiple parameters that can be considered for allotment of additional outposted RC office capacities

**Place country coordination personnel
in a non-hub country when it….**

….Presence is key to delivery of tailored solutions and ensuring that no country is left behind. Suggested guiding principles includes:

1) Has LDC status
LDCs are global priority countries and require dedicated attention.

And/or

2) Hosts more than 20 UN AFP personnel or has greater than $1M in OAD expenditure
Countries receiving robust UNDS support may require heightened coordination capacity.

And/or

3) Requires more than 5 hours of travel from MCO hub
*Countries that are far from hubs (or sub-hubs) are difficult to effectively serve on an everyday basis and may require on-the-ground coordination presence. **Note:** This guiding principle should be considered in conjunction with other factors such as UN AFP personnel presence, OAD expenditure, country needs, and absorptive capacity.*

<u>RC Senior Officers</u> should only be considered in special cases

**Place an RC Senior Officer
in a non-hub country when….**

Option 1

An MCO covers more than 5 countries

<u>Why?</u> Scope of geographic coverage and number of countries served is a major capacity constraint for MCO RCs and RC offices. Senior-level attention to each country is limited when one RC must serve more than 5 countries. An outposted senior official can help alleviate some of these constraints.

Option 2

An MCO supports an LDC

<u>Why?</u> LDCs are low-income countries confronting severe impediments to sustainable development. They are highly vulnerable to economic, social and environmental shocks and have low levels of human assets. These factors make them eligible for a wider array of assistance, requiring a greater level of service delivery and coordination support.

Option 3

An MCO supports a group of countries that requires 5+ hours of travel from hub

<u>Why?</u> Travel distances are a major impediment for effective service delivery and coordination. Placement of an outposted senior official would help improve the level of in-person presence in countries served.

Cost Analysis: Pacific

The cost for implementing each option depends on the countries and/or territories receiving country coordination personnel or a RC Senior Official. The table below and on the next slide provide an overview of the annual cost of each position.

State Name	MCO	Country coordination personnel		RC Senior Official	
		NOB	NOC	NOD	P5
Fiji	Fiji	$83,269	$103,189	$119,656	$276,902
Kiribati	Fiji	$27,628	$33,104	$39,659	$310,195
Marshall Islands, Republic of	Fiji	$52,063	$65,543	$75,961	$276,902
Micronesia, Fed. States of	Fiji	$45,160	$56,836	$65,867	$300,013
Nauru	Fiji	$37,630	$49,600	$56,502	$283,373
Palau	Fiji	$83,269	$103,189	$119,656	$276,902
Solomon Islands	Fiji	$29,759	$32,709	$35,953	$310,195
Tonga	Fiji	$26,741	$32,032	$38,385	$269,242
Tuvalu	Fiji	$20,375	$25,616	$29,660	$266,995
Vanuatu	Fiji	$97,482	$130,039	$56,502	$293,805
Cook Islands	Samoa	$64,776	$78,276	$56,502	$243,518
Niue	Samoa	$64,776	$78,276	$56,502	$243,518
Samoa	Samoa	$43,541	$49,600	$56,502	$283,373
Tokelau	Samoa	$43,541	$49,600	$56,502	$283,373

* Orange highlighting indicates cost data for the position is not available. Proxy data was leveraged to provide an estimate of anticipated costs.

Cost Analysis: Caribbean and AIMS Region

State Name	MCO	Country coordination personnel		RC Senior Delegate	
		NOB	NOC	NOD	P5
Anguilla	Barbados	$129,772	$151,792	$174,519	$291,062
Antigua & Barbuda	Barbados	$43,541	$49,600	$56,502	$281,818
Barbados	Barbados	$129,772	$151,792	$174,519	$291,062
British Virgin Islands	Barbados	$129,772	$151,792	$174,519	$291,062
Dominica	Barbados	$119,821	$135,345	$152,867	$294,598
Grenada	Barbados	$129,772	$151,792	$174,519	$291,062
Montserrat	Barbados	$129,772	$151,792	$174,519	$291,062
St. Kitts & Nevis	Barbados	$129,772	$151,792	$174,519	$291,062
St. Lucia	Barbados	$129,772	$151,792	$174,519	$291,062
St. Vincent & the Grenadines	Barbados	$129,772	$151,792	$174,519	$291,062
Belize	El Salvador	$71,849	$82,591	$94,937	$255,668
El Salvador	El Salvador	$85,923	$106,476	$121,346	$265,940
Bahamas	Jamaica	$72,830	$88,793	$108,268	$276,403
Bermuda	Jamaica	$72,830	$88,793	$108,268	$276,403
Cayman Islands	Jamaica	$72,830	$88,793	$108,268	$276,403
Jamaica	Jamaica	$72,830	$88,793	$108,268	$276,403
Turks & Caicos	Jamaica	$72,830	$88,793	$108,268	$276,403
Aruba	Trinidad & Tobago	$123,404	$150,493	$183,543	$273,233
Curaçao	Trinidad & Tobago	$123,404	$150,493	$183,543	$273,233
St. Maarten	Trinidad & Tobago	$123,404	$150,493	$183,543	$273,233
Suriname	Trinidad & Tobago	$62,780	$77,787	$110,346	$265,676
Trinidad & Tobago	Trinidad & Tobago	$123,404	$150,493	$183,543	$273,233
Brunei	Malaysia	$54,464	$69,074	$87,698	$266,102
Malaysia	Malaysia	$54,464	$69,074	$87,698	$266,102
Singapore	Malaysia	$177,310	$203,866	$87,698	$316,155
Mauritius	Mauritius	$77,146	$100,209	$130,191	$255,932
Seychelles	Mauritius	$52,228	$69,373	$130,191	$276,902

* Orange highlighting indicates cost data for the position is not available. Proxy data was leveraged to provide an estimate of anticipated costs.

MCO Review Survey Findings

ANNEX A

Survey Objectives

- Understand the needs and priorities of governments served by MCOs in achievement of Agenda 2030 and the SAMOA Pathway.
- Collect feedback from governments on the quality and consistency of support from UN MCOs.

Respondents Overview

- **41** countries were invited to submit up to two responses to the survey.
- **32 of 41** countries and territories responded to the survey for a response rate of 78%.
- An additional **2** countries and territories submitted partial responses (responses were greater than 50% complete), and their feedback is incorporated into the analysis.
- **4** countries/territories submitted two responses (making the total number of responses **36)**. Unless otherwise stated, multiple responses from the same country/territory were averaged to prevent double-counting of their response.
- The **34** respondents were from diverse regions:
  - Pacific (12 countries)
  - AIMS (3 countries)
  - Latin American and the Caribbean (LAC) (19 countries)

When filling out the survey, respondents were asked for the following identifiers. However, no individual response is attributed by name in this report.

QuestionID 2: Please state your title:
QuestionID 3: Please state your role in government:
QuestionID 4: *Please indicate your country:

Survey Organization

- The survey included 28 questions. Please note that questionID numbers correspond with both questions and directions in the survey, so questionID numbers do not always align with the exact sequence of questions.
- All qualitative responses (QuestionIDs 8b, 15, 19, 23, 27and 28) have been anonymized.

Survey Methodology

- Did not evaluate responses less than 50% complete.
- 4 countries/territories submitted two responses. To average their quantitative responses, the following measures were taken:

QuestionID	Method to combine responses
6 – 8a	Combined duplicative goals among double responses
9	Removed duplicative selections
10	Averaged duplicative *Satisfied - Dissatisfied* responses on a 1 - 5 point scale
12 - 13	Not adjusted for the 4 countries/territories that submitted two responses
14	Averaged duplicative *Agree - Disagree* responses on a 1 - 5 point scale
17	Not adjusted for the 4 countries/territories that submitted two responses
18	Removed duplicative selections
20	Averaged duplicative Not Valuable - Valuable responses on a 1 - 5 point scale
21 -22, 24 - 26	Removed duplicative selections

UNDS Support to National Governments

1

QuestionID 6: For which of the following Sustainable Development Goals is the UN best positioned to support your country? (Please select up to three)

SDGs that the UN is _best positioned to support_

Percent of Responses

Bar chart values:
- Climate action: 18%
- No poverty: 17%
- Partnerships for the goals: 13%
- Good health and well-being for people: 10%
- Gender equality: 9%
- Quality education: 7%
- Decent work and economic growth: 4%
- Reducing inequalities: 4%
- Clean water and sanitation: 3%
- Affordable and clean energy: 3%
- Life below water: 3%
- Life on land: 3%
- Responsible consumption and production: 2%
- Sustainable cities and communities: 2%
- Zero hunger: 1%
- Industry, innovation, and infrastructure: 0%
- Peace, justice, and strong institutions: 0%
- None: 0%

SDGs

QuestionID 7a: **Please indicate if there are any gaps in UN support related to any of the following Sustainable Development Goals. (Please select up to three)**

SDGs for which there are <u>gaps in UN support</u>
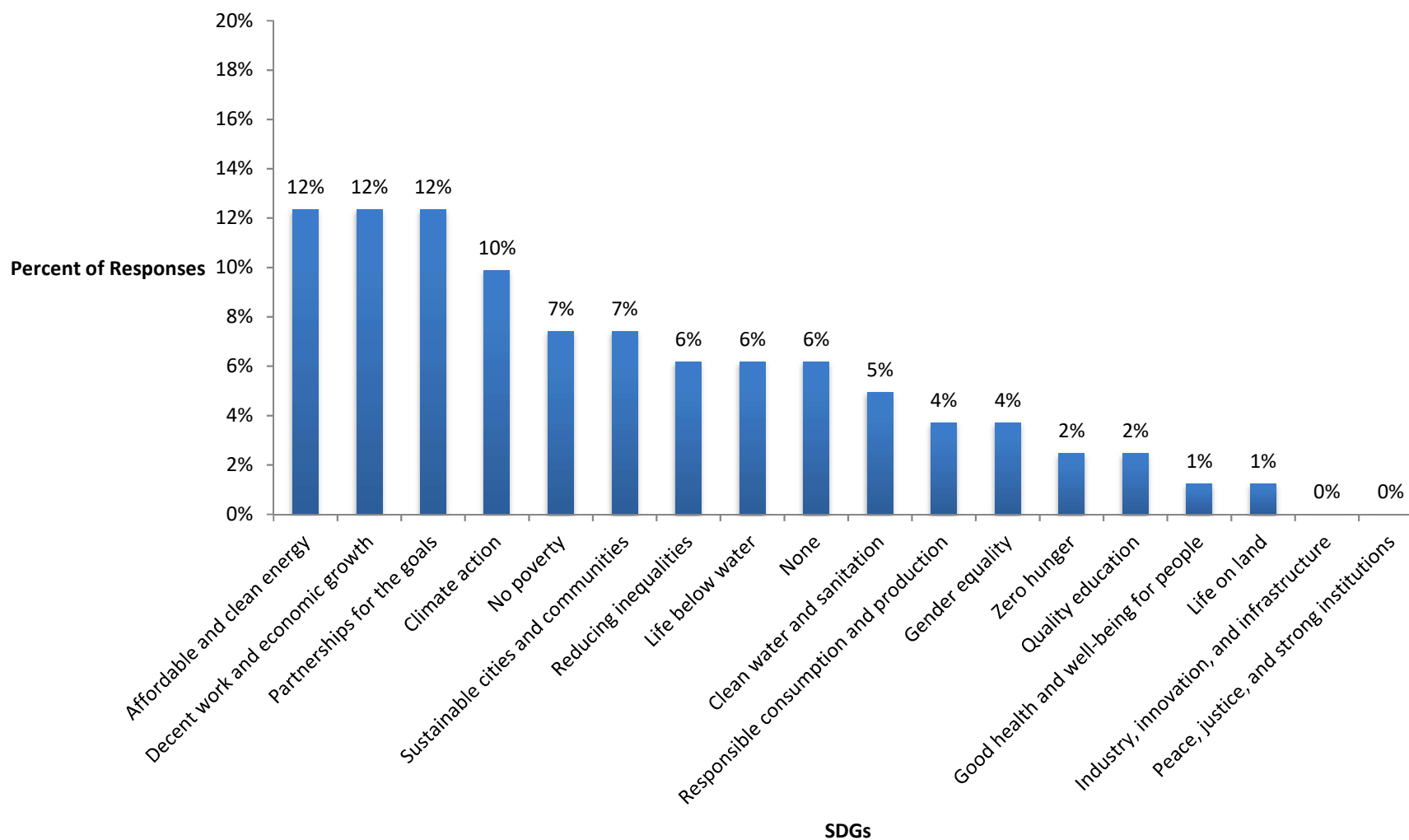
QuestionID 6 and 7a: Sustainable Development Goals Summary

For which of the following Sustainable Development Goals is the UN best positioned to support your country? (Please select up to three)

Please indicate if there are any gaps in UN support related to any of the following Sustainable Development Goals. (Please select up to three)

The UN is best positioned to support:

- Climate action — 18%
- No poverty — 17%
- Partnerships for the goals — 13%
- Good health and well-being for people — 10%
- Gender equality — 9%

SDGs

Gaps in UN support

- Affordable and clean energy — 12%
- Decent work and economic growth — 12%
- Partnerships for the goals — 12%
- Climate action — 10%
- No poverty — 7%

SDGs
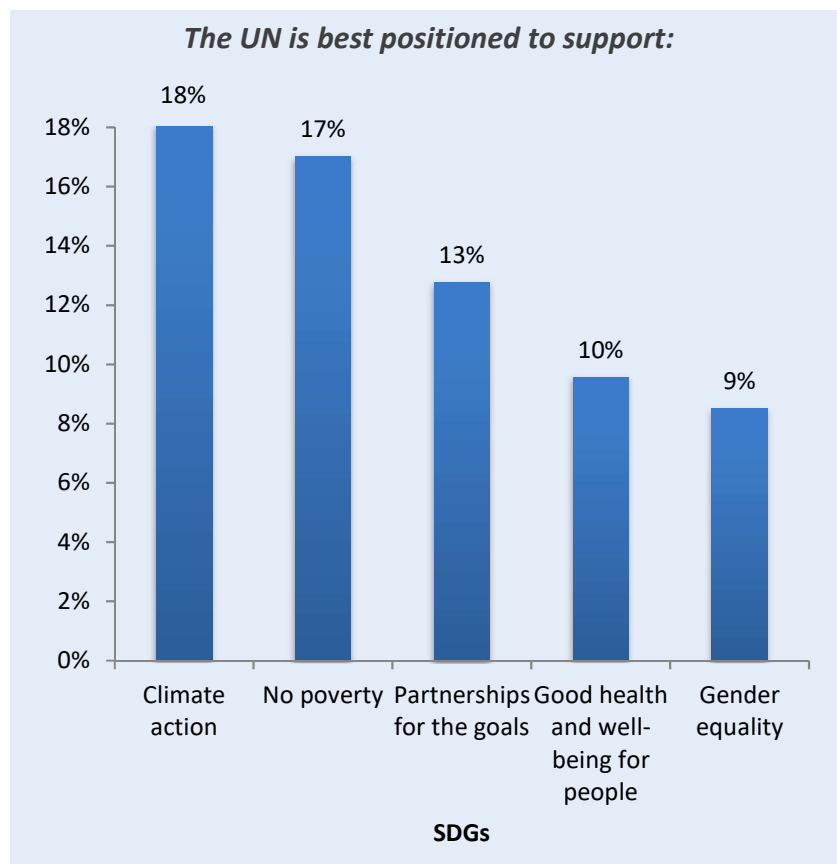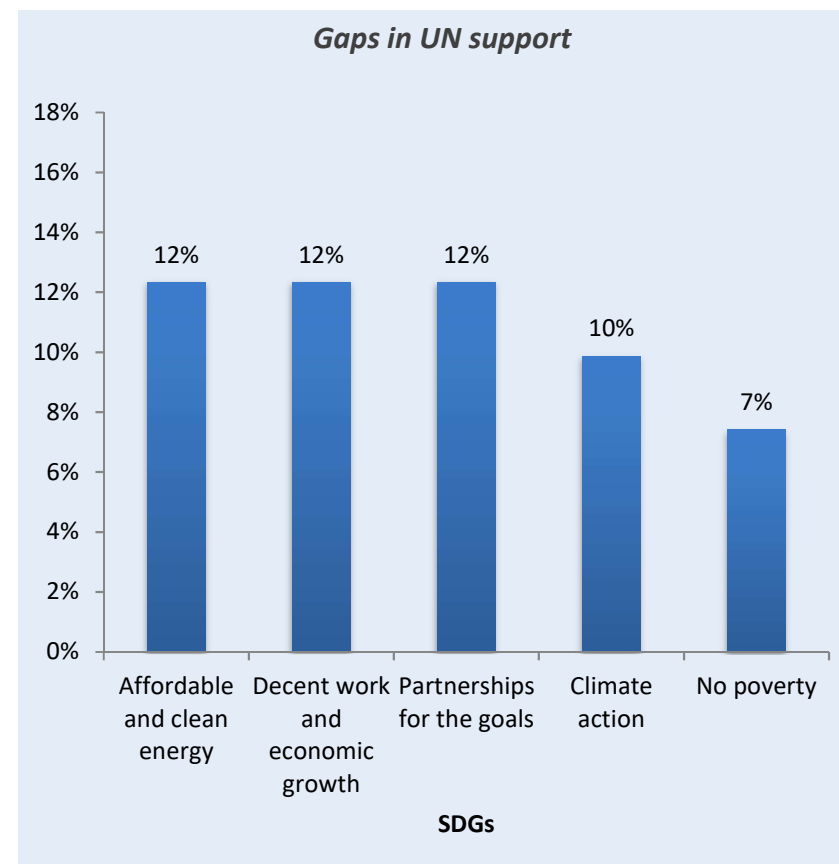
QuestionID 7b: The SAMOA Pathway outlines priority areas for small island states. In which of the following SAMOA Pathway priority areas (as listed in the November 2014 UNGA resolution) is the UN best positioned to support your country? (Please select up to three)

SAMOA Pathway priority areas that the UN is <u>best positioned to support</u>

Percent of Responses

SAMOA Pathway Priority Areas

- Climate change: 27%
- Disaster risk reduction: 17%
- Oceans and seas: 11%
- Gender equality and women's empowerment: 11%
- Sustainable energy: 10%
- Food security and nutrition: 6%
- Health and non-communicable diseases: 6%
- Water and Sanitation: 5%
- Social development: 4%
- Sustainable consumption and production: 1%
- Biodiversity: 2%
- Sustained and sustainable, inclusive, and equitable...: 0%
- Sustainable transport: 0%
- Management of chemical waste, including hazardous...: 0%
- Invasive alien species: 0%
- Means of implementation, including partnerships: 0%

QuestionID 8a: Please indicate if there are gaps in UN support in any of the following SAMOA Pathway priority areas. (Please select up to three)

Pathway priority areas for which there are _gaps in UN support_

Percent of Responses

Samoa Pathway Priority Areas
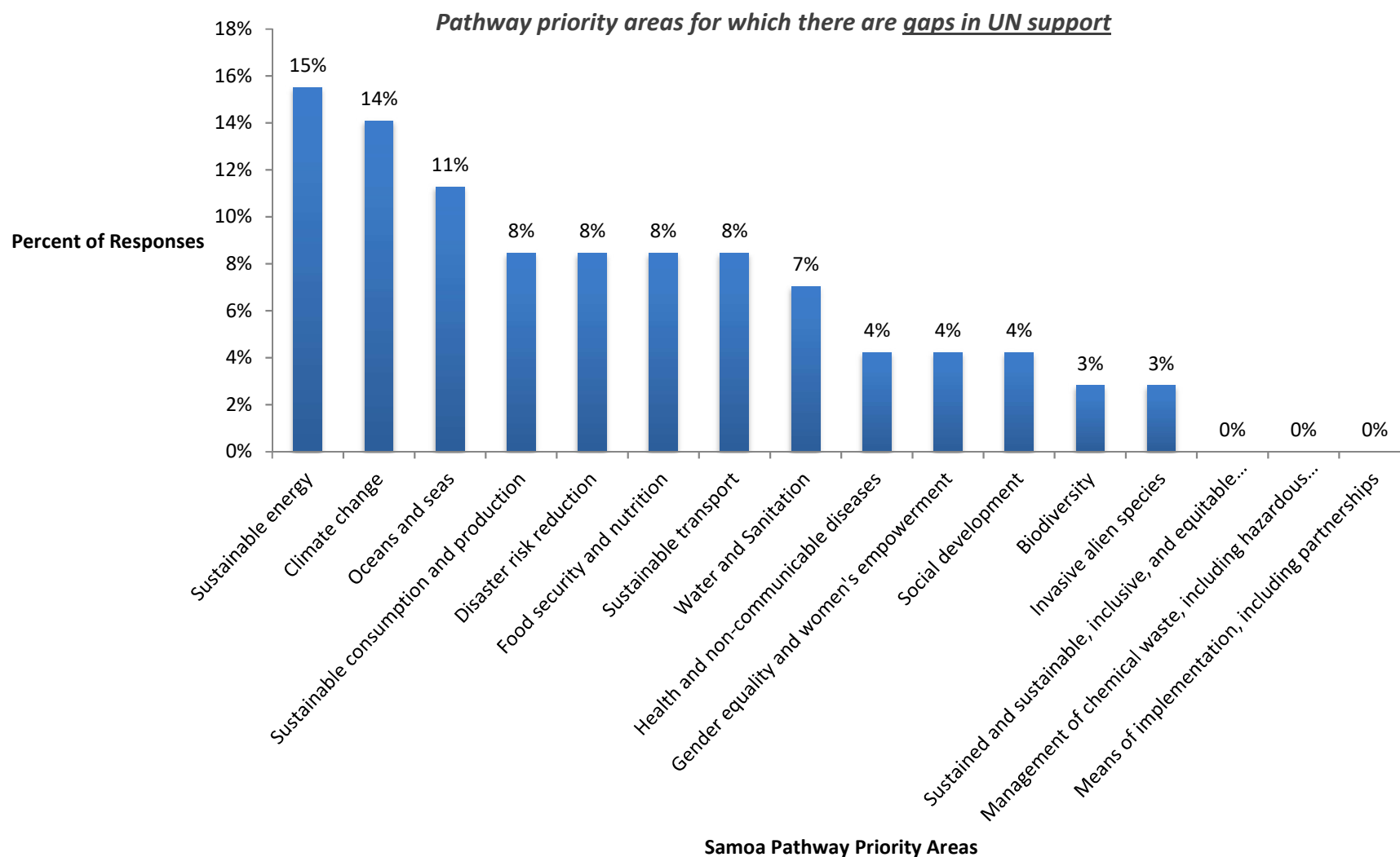
QuestionID 7b and 8a: SAMOA Pathway Priority Areas Summary

The SAMOA Pathway outlines priority areas for small island states. In which of the following SAMOA Pathway priority areas (as listed in the November 2014 UNGA resolution) is the UN best positioned to support your country? (Please select up to three)

Please indicate if there are gaps in UN support in any of the following SAMOA Pathway priority areas. (Please select up to three)

The UN is best positioned to support:

Priority Area	Percentage
Climate change	27%
Disaster risk reduction	17%
Oceans and seas	11%
Gender equality and women's empowerment	11%
Sustainable energy	10%

SAMOA Pathway Priority Areas

Gaps in UN support:

Priority Area	Percentage
Sustainable energy	15%
Climate change	14%
Oceans and seas	11%
Sustainable consumption and production	8%
Disaster risk reduction	8%

SAMOA Pathway Priority Areas
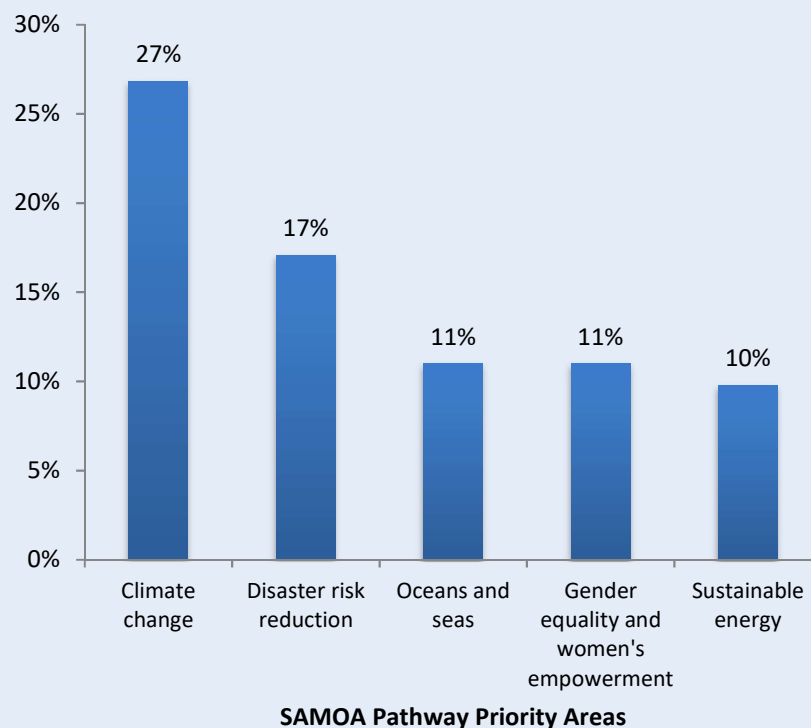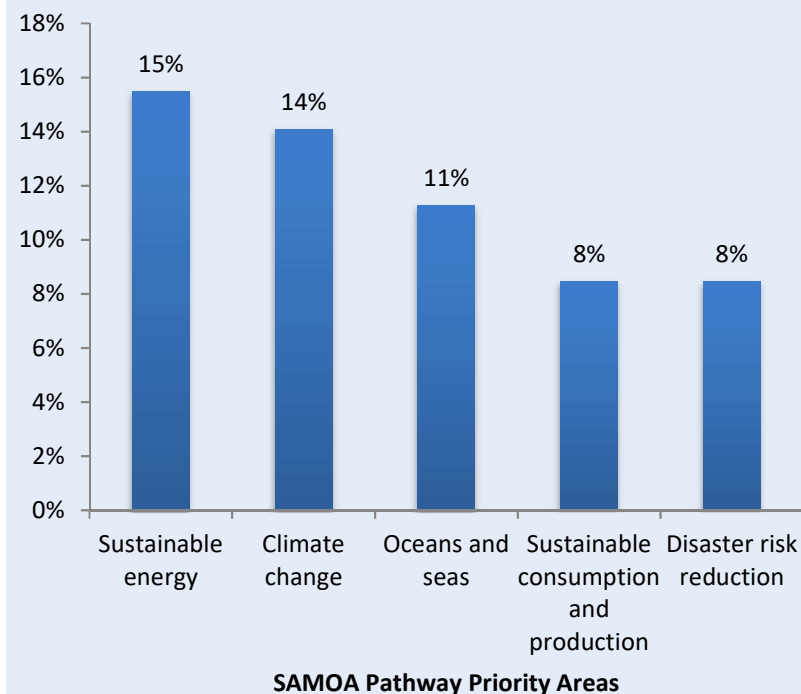
QuestionID 8b: Please provide any comments on gaps, including any other specific areas in which your country requires support. (Max 500 characters)

Each response is separated by ***

"Based on our MAPS mission report, (name of country) SDG Roadmap, 5 key areas are depicted as priority accelerators. Three of which are drawn from our National Development Plan. Economy, environment, education, poverty and youth."
***
"1. Specific capacities to follow up on the 2030 Agenda: capacity-building and funding.
2. Mobilization of domestic and international resources to finance the 2030 Agenda.
3. Stakeholder involvement on the 2030 Agenda: civil society, academia, private sector.
4. Other SDGs: SDG 6, SDG 15, SDG 13. "
***
"Outreach and capacity building on the value of the UN, the multilateral system and its effectiveness to help small islands in their sustainable development. The UN system has not been effective in all the 17 Goals. There are so many gaps. And SAMOA Pathway and the 17 SDGs are virtually unknown to the people."
***
"After initial engagement, follow ups from projects take a long time or are not followed up on, additionally [despite] status as associate member of the regional economic commission, not completely being included in the projects."
***
"Waste management progress is ongoing however formal frameworks with practical operations are still not well defined with the respective agency(s) responsible. Gender equality, budgeting and other associated objectives are not readily mainstream and in particular routine reporting mechanisms may assist enhancing this area of development. Food and nutrition as priority is ongoing but existing gaps need to be overcome with strategic UN expert approaches."
***
"In my experience the primary challenges faced by (name of country) and other Small Island Developing States as we endeavor to accelerate the rate of implementation of the SAMOA pathway remain:
1. A structured approach to road-map for achieving set goals
2. Financial resources for targeted public investments
3. The volume of technical capacity in country to develop strategic interventions and implement same. While there is exceptional human resources to tap upon, those resources are in high demand."
***
"The UN takes a One Size Fits All strategy in the current UN Pacific Strategy which misses the whole point of the varying levels of vulnerability and development in our region. UN's work can't be about profit - there aren't that many UN agencies and programs in our region. Many times we pick Implementing Agencies, not because of their good record but because they are in our region. They are overwhelmed and consequently do not dedicate quality time, work and resources to our challenges and needs."
***

QuestionID 8b (continued): Please provide any comments on gaps, including any other specific areas in which your country requires support. (Max 500 characters)

Each response is separated by ***

"(Name of country) has experienced several challenges in implementing SAMOA Pathway. Gaps and challenges to implementation relate to the absence of strategies and actions that are necessary for the achievement of the objectives outlined. The following are challenges to implementation of the SAMOA Pathway: Financial constraints; Inadequate legislative enforcement; Absence or inefficiency of data collection systems; An absence of a systematic approach to implementation; Insufficient documentation"
***

"We need support / capacity building to provide accurate real time storm surge forecasting for hurricanes, the number one threat to life from tropical cyclones currently not available for non US Islands in the Caribbean from the IMO designated regional forecasting center (NHC in Miami).
We could use specific evidence of sea level rise occurring in (name of country) (and ideally rate of rise info) to motivate mitigation / response actions
We have no ground speed acceleration data for earthquakes."
***

"The resources for UN support are finite so there has to be considered discussions on what the UN should deliver on"
***

"The UN has often told us they do not traditionally work in the areas of infrastructure and transport. But these are often our biggest needs. A lot of the infrastructure support often comes in the form of loans. This is very expensive and we may need to rethink this from a member state perspective."
***

"Am not too familiar with some that I ticked but I perceive that there may be help in some areas from agencies other than the UN. I note that for the disaster risk reduction programme - UNICEF has a resilient school programme currently ongoing in (name of country). Not sure how this can transfer in to homes and disaster risk reduction for families?"
***

"climate change"
***

"Blue Economy; Migration (diaspora cell); Climate Change adaptation; Access to Funding; Innovative Financing"
***

"Lack of resources and presence of relevant agencies as per gaps identified above. Having a separate MCO in-country serving a smaller sub-region and fewer countries would ensure more comprehensive support of the UN"
***

"building strong institutions and governance systems"
***

"Specific areas to be addressed include: development of a sustainable blue economy (including harnessing/promoting sustainable practices in rural areas, providing training within local fishing industries and providing technical assistance to government agencies), awareness raising of sustainable development and human rights issues, promotion of inclusive development processes (including access to education, healthcare, decent work, and justice), and capacity-building on these issues. "
***

QuestionID 9: Based on your experience, what type of support do you think the UN development system is best positioned to provide your country? - Selected Choice

The UN is best positioned to support (all countries):
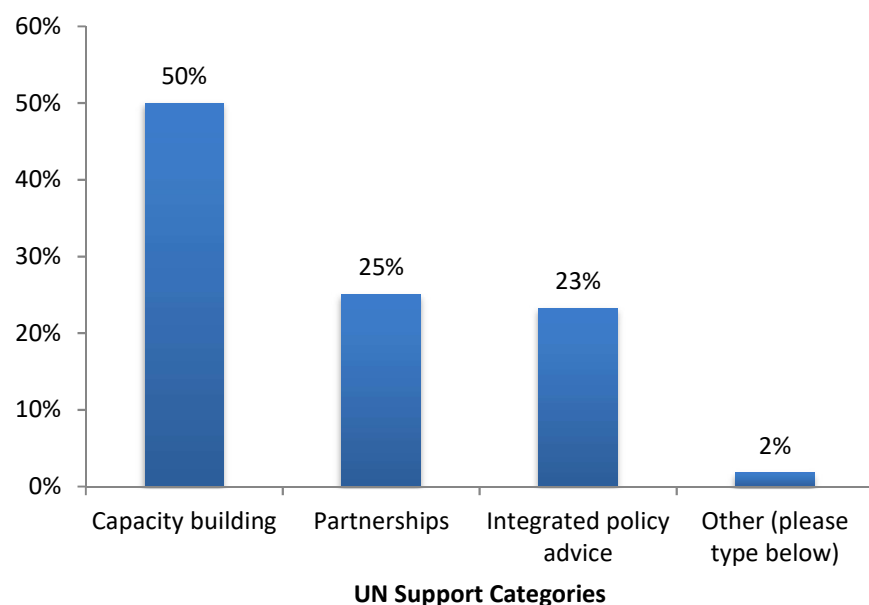
The UN is best positioned to support (MCO Hubs vs. Non-Hubs):
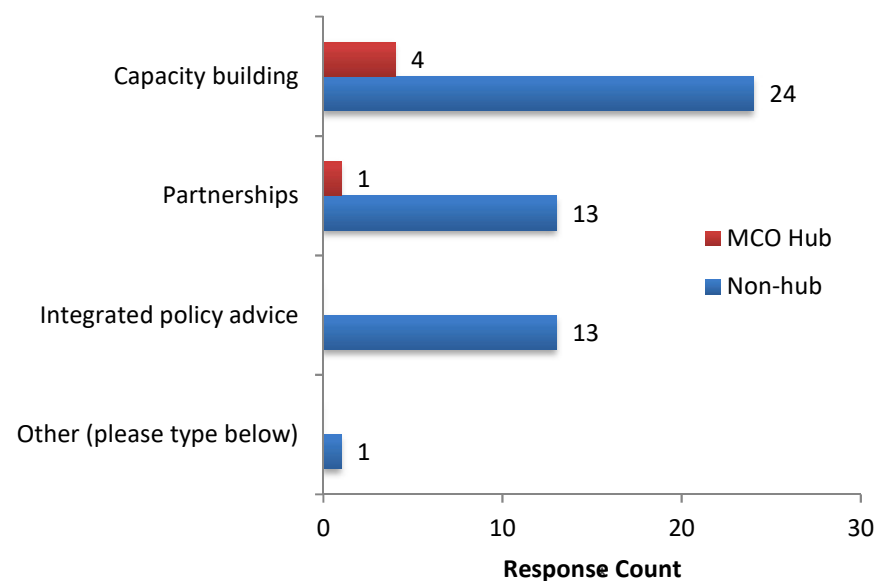
Responses with zero votes:
- *Normative support, including implementation for norms and standards*
- *Planning, management and evaluation*
- *High-quality and disaggregated data collection, analysis and statistics*
- *Expertise in leveraging financing, technologies/innovation and knowledge sharing*
- *Support for South-South, triangular, regional and international cooperation*
- *None*

Other (please type below) response:
- *"Funding"*

QuestionID 10: How satisfied are you with the UN development system in providing the tailored support required by your country in the pursuit of the 2030 Agenda and/or the SAMOA Pathway priorities?

All countries

MCO hub countries vs non-hub countries

Non-hub   1   5   9   11   3

MCO Hub   1   3   1

Response Count

3%   15%   Neither satisfied nor dissatisfied, 29%   Somewhat satisfied, 41%   3%   9%
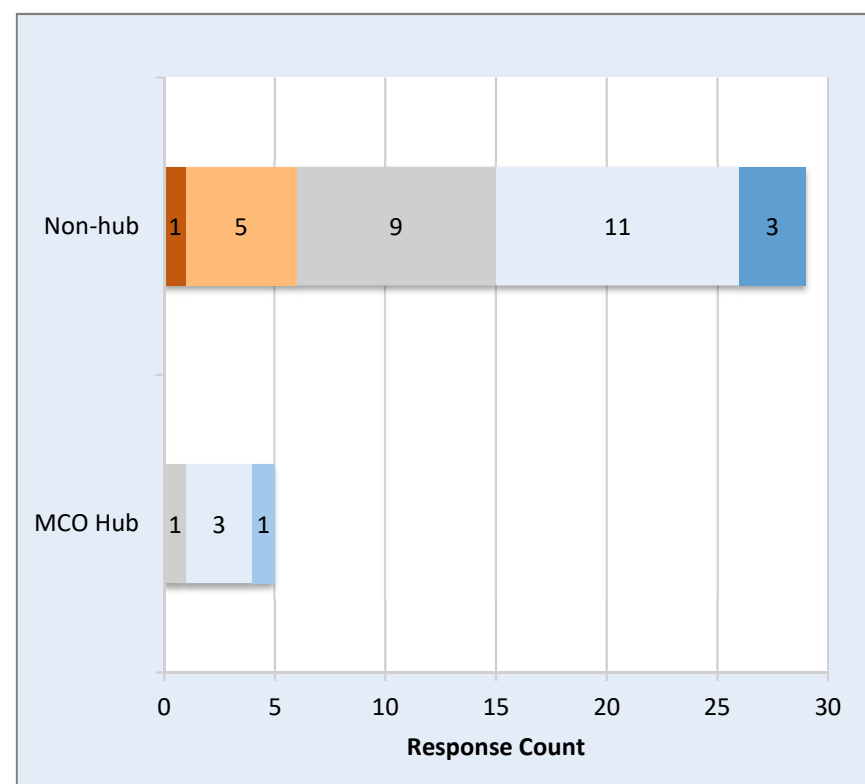
Very Dissatisfied   Very Satisfied

Interaction with the UN Resident Coordinator

2

QuestionID 12: How often does your government interact with the Resident Coordinator serving your country? (Please select the most accurate response)

All countries

MCO hub countries vs non-hub countries

Unsure ▮▮▮▮▮▮▮ Daily

Note: not adjusted for the 4 countries/territories that submitted two responses

Final draft
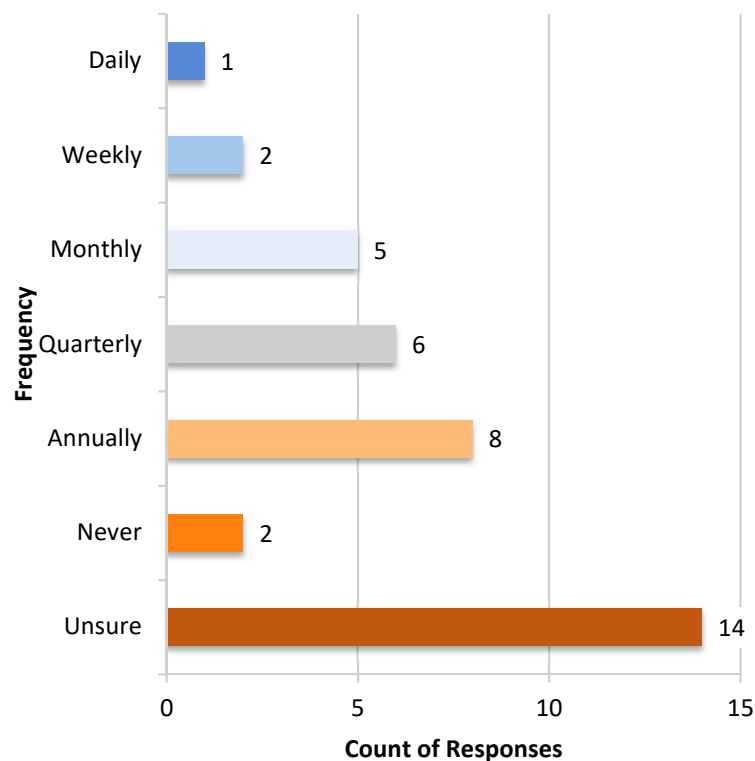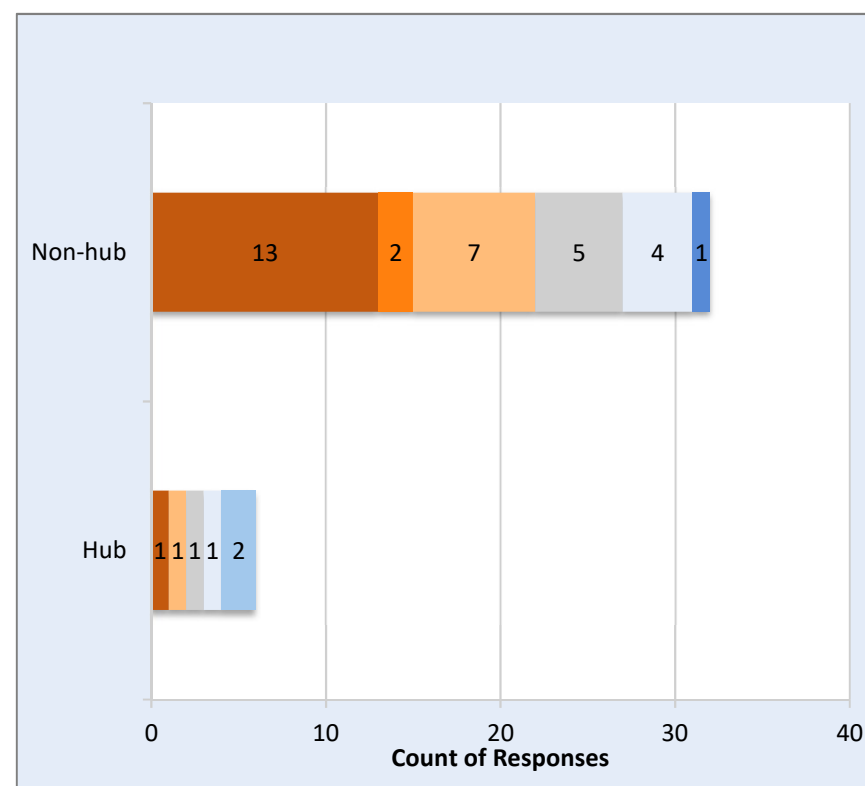
QuestionID 13: How often does your government interact with personnel of the Resident Coordinator's Office serving your country? (Please select the most accurate)

All countries

MCO hub countries vs non-hub countries

Frequency / Response Count chart (All countries):
- Daily: 2
- Weekly: 9
- Monthly: 8
- Quarterly: 4
- Annually: 3
- Unsure: 12

MCO hub vs non-hub chart:
- Non-hub: 10, 2, 4, 7, 7, 2
- Hub: 2, 1, 1, 2

Legend: Unsure — Daily

Note: not adjusted for the 4 countries/territories that submitted two responses
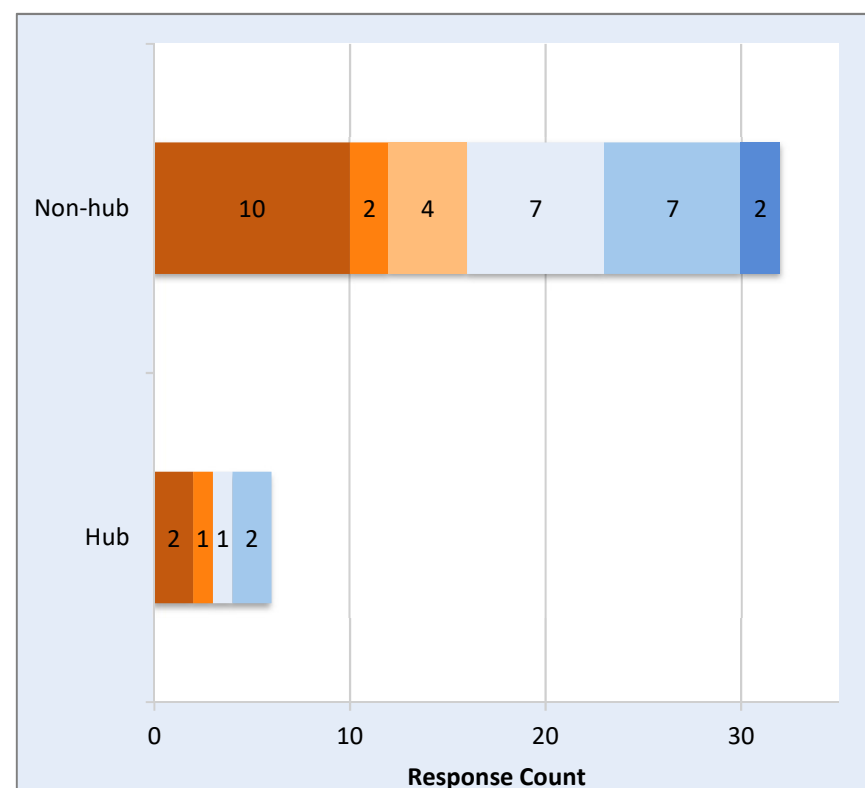
QuestionID 14: Please rate how strongly you agree or disagree with each of these statements:

Disagree | 1 | 2 | 3 | 4 | 5 | Agree | **Response Avg. (out of 5)**

"The Resident Coordinator or their representative interacts with my government with an appropriate level of frequency"

Neither agree nor disagree, 35% | Somewhat agree, 21% | Agree, 24%

3.5

Non-hub: 4 3 9 6 7 — **3.3**
MCO Hub: 2 3 — **4.6**

"The Resident Coordinator's office understands my country's priorities"

Neither agree nor disagree, 26% | Somewhat agree, 32% | Agree, 21%

3.7

Non-hub: 1 3 8 1 10 1 5 — **3.6**
MCO Hub: 1 1 1 2 — **4.1**
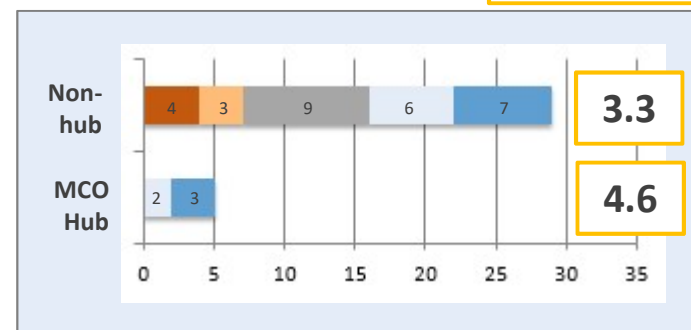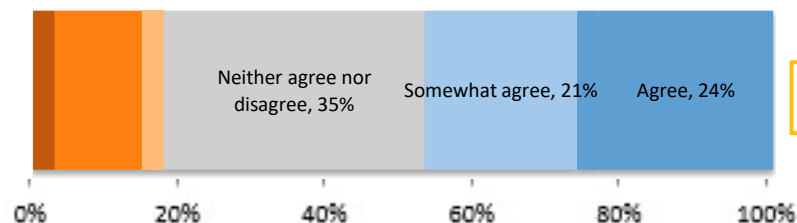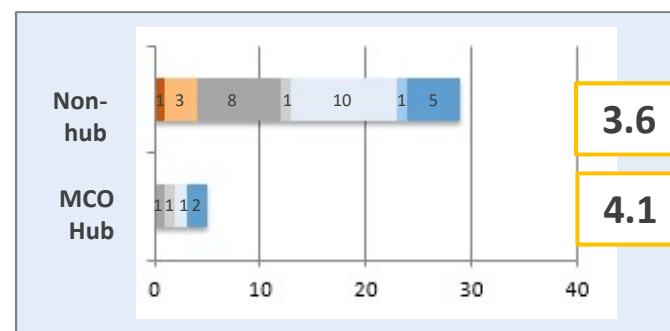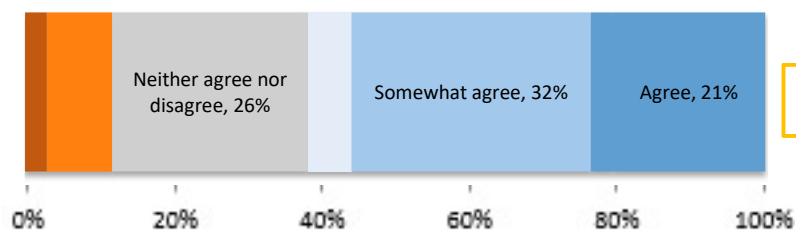
"The Resident Coordinator's office provides access to services offered by the various entities of the UN development system"

Neither agree nor disagree, 26% | Somewhat agree, 24% | Agree, 29%

3.5

Non-hub: 1 4 10 7 1 6 — **3.5**
MCO Hub: 1 2 2 — **4.7**
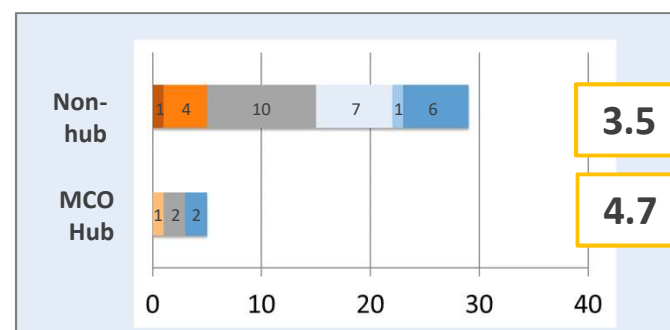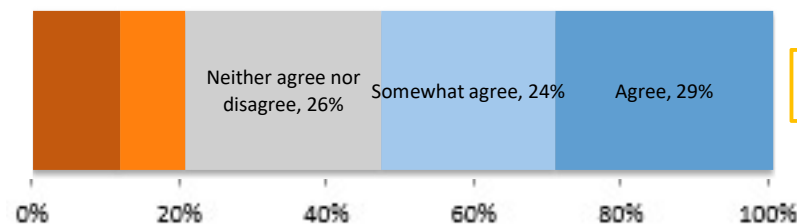
QuestionID 15: **Please elaborate if there are areas in which you are particularly satisfied or dissatisfied in your interactions with and support from the UN Resident Coordinator's office:** **Each response is separated by *****

"1. Insufficient level of interaction of the RC Office with the Government through the established coordination mechanisms.
2. Insufficient level of coordination among the UN entities.
3. Assessments (such as the UNDAF evaluation) on the UN work have not been carried out.
4. Insufficient level of transparency and accountability on the UN entities work. "
***

"The Pacific Ocean is huge and the countries within it are divided into North Pacific and South Pacific with subregions: Micronesia, Melanesia and Polynesia. The UN focus is on the South Pacific and the North Pacific is left behind. Open an MCO in the North Pacific."
***

"There is not a focal person or contact point in (name of country). Different persons are contacted based on projects that are being implemented."
***

"Greater inclusion of (name of country) on regional programs and projects can be enhanced"
***

"UN System's Technical Assistance support in priority areas are of high quality and note-worthy, however the rate of implementation remains troubling."
***

"The Resident Coordinator in Fiji covers 10 countries, his physical presence and attention obviously needs to be more focused and engaged than it is now."
***

"There is a need for more discussions and follow up review."
***

"It seems that the level of interaction has been low, and it would be good if we can improve that, interact and coordinate more often. I think (name of country) would benefit from more meetings / discussions and additional insight into the type of support and mechanisms that could result in positive systemic changes especially for vulnerable populations in our Island "
***

"Good: Easy communication. Not so good: Access to services can be very delayed. "
***

"Sharing of information with Government
An element of the UN support that is of concern is the lack of transparency in the disbursement of support and studies collected from UN funding reports.
Reports of studies and workshops conducted should and must be provided to Governments.
Improved coordination between UN agencies
Improved coordination and communication between UN entities is also crucial. Promoting "One UN" front is important. Competing interests between UN agencies is the jeopardizing part"
***

QuestionID 15 (continued): Please elaborate if there are areas in which you are particularly satisfied or dissatisfied in your interactions with and support from the UN Resident Coordinator's office: Each response is separated by ***

"More efforts needed in coordination particularly with other MCO office in region. MCOs ought to be fully aware of the existing systems within countries and the working environments in order to understand context and work in an integrated manner with national authorities. In that regard also two way flow of information is very important."
***

"We are extremely satisfied with the level interaction that takes place between our government the UN RC and personnel. They are always quick to respond to our requests should the need arise. Level of service provided is efficient and very effective."
***

"We are satisfied with the recently signed Strategic Partnership Framework under the leadership of the UN Resident Coordinator "
***

"The RC office always positively addresses requests that Government addresses to it and therefore we are satisfied. It also endeavors to provide tailor made support. "
***

"My Ministry is particularly dissatisfied with the modality of service delivery as it is often delivered as a regional package to a large number of countries served by the RC Office. More tailored support delivered by separate MCO would be ideal."
***

"Both the RC and the RR are tasked to work in multiple countries and both are non-residing (name of country) RC is appointed for UNDS operations in (name of countries) with the MCO located in (name of country); while (name of country) RR resides in (name of country) and appointed for the two countries
Non-residency of the RC and a configuration of the MCO with countries that have different characteristics and development challenges negatively affect the efficiency of the RC's work"
***

"The UNRC's office is accessible. The staff are pleasant, responsive and knowledgeable."
***

"We are particularly satisfied with the level of collaboration with the UN for the implementation and monitoring of the Country Implementation Plan for (name of country). Also the support provided for the roll out of the joint work programmes between the (name of country) and the UN. "
***

"The regional UNDP office has provided technical support (i.e. conducting a RIA on the country's NDP and securing consultants to draft a communications plan and other deliverables relative to the country's work on the SDGs). Furthermore, the regional UNDP office sponsored (name of country)'s engagement in a regional workshop and international conference related to the SDGs."
***

"At least once a year the UN Resident Coordinator should meet with all the countries' focal points to get feedback on UN contributions and on agreed areas of support. What I find lately is there is not as much interaction as was before."
***

Access to Knowledge of UN Agencies, Funds, and Programmes

3

QuestionID 17: Please rate your knowledge of the development services of the following entities:

10 <u>most</u> well known entities*
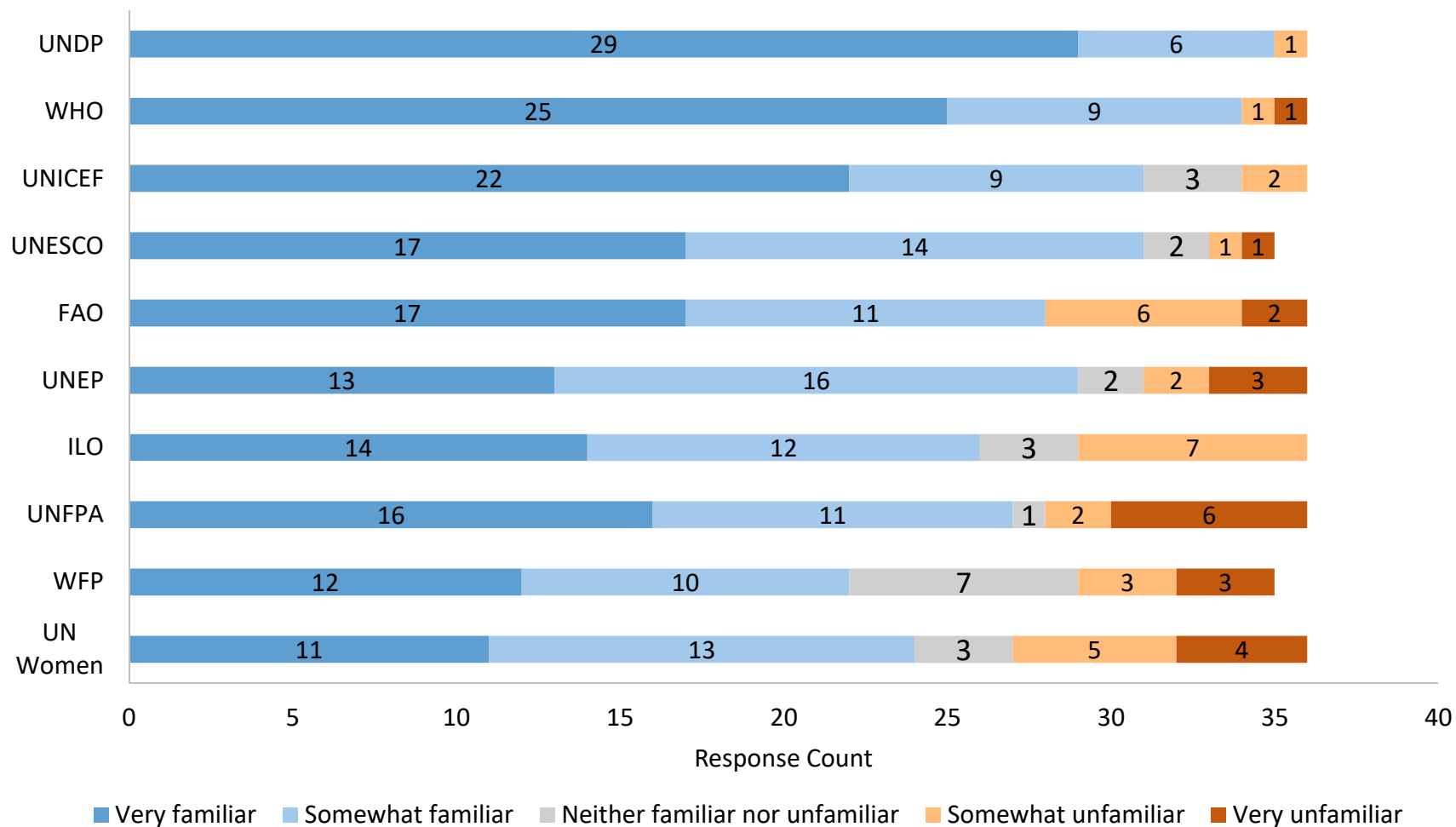
	Very familiar	Somewhat familiar	Neither familiar nor unfamiliar	Somewhat unfamiliar	Very unfamiliar
UNDP	29	6		1	
WHO	25	9		1	1
UNICEF	22	9	3	2	
UNESCO	17	14	2	1	1
FAO	17	11		6	2
UNEP	13	16	2	2	3
ILO	14	12	3	7	
UNFPA	16	11	1	2	6
WFP	12	10	7	3	3
UN Women	11	13	3	5	4

Response Count

■ Very familiar   ■ Somewhat familiar   ■ Neither familiar nor unfamiliar   ■ Somewhat unfamiliar   ■ Very unfamiliar

QuestionID 17: Please rate your knowledge of the development services of the following entities:

10 _least_ well known entities*

Entity	Very familiar	Somewhat familiar	Neither familiar nor unfamiliar	Somewhat unfamiliar	Very unfamiliar
UN ECE		4	4	7	21
UN ESCWA	1	3	5	6	20
UNRWA	2	2	4	8	20
UN ECA		5	4	7	20
UNCDF	1	6	5	8	16
UN PBSO	3	4	6	5	18
UN DPA	2	7	8	4	14
IAEA	3	9	3	6	15
UPU	5	5	8	3	15
ITC	2	7	9	10	8

Response Count

■ Very familiar ■ Somewhat familiar ■ Neither familiar nor unfamiliar ■ Somewhat unfamiliar ■ Very unfamiliar
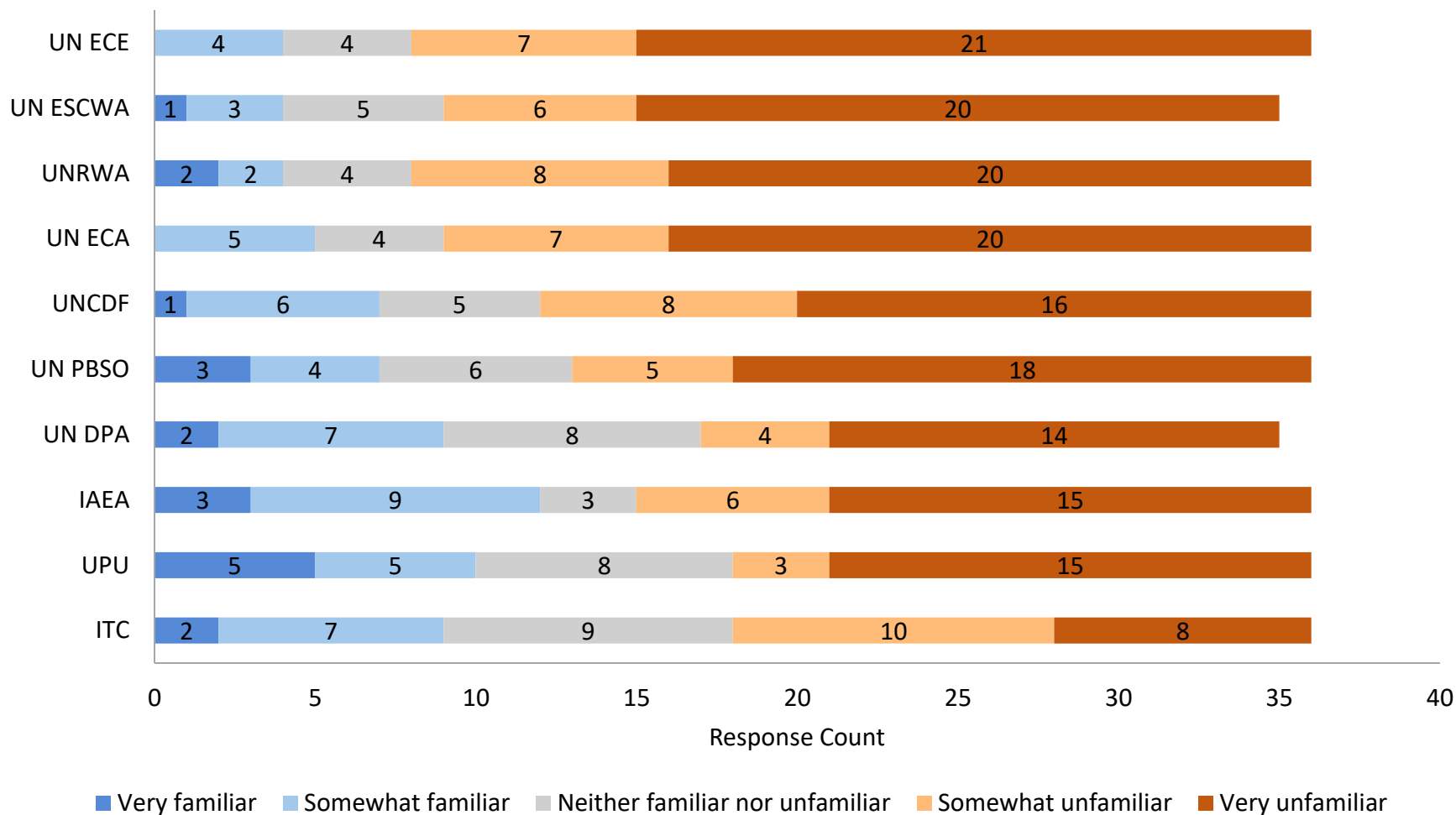
QuestionID 18: What challenges do you encounter, if any, in your efforts to secure support from the UN development system?

Challenges in securing support from the UN Development System

Legend:
- Lack of funding to secure support
- Unsure of the services offered by UN agencies
- Delays in access to requested resources
- Inability to reach or interact with a UN contact
- Lack of a UN point of contact
- Other (please type below)
- Lack of relevant UN expertise or capabilites

Sample*

No UNCT Coverage (5 countries)	Own UNCT (3 countries)	Part of Shared UNCT (21 countries)
21%	38%	20%
29%	13%	22%
14%	25%	25%
21%	13%	10%
14%	13%	10%
		7%
		7%

"Other (please type below)" responses
- *"As there are a number of UN Agencies, each one engages using the Line Ministry which is closely related to the overarching goal of the specific agency. There is no consultation with the Department that undertakes aid and donor coordination and/or operates as the focal point/alternate to the UN MCO. Therefore, information only becomes available when the dialogue is well advanced or signatures are required to access resources."*
- *"Potential of competing for resources from same development partner"*
- *"Prioritization issues on the part of UN agencies and biasess in support provided - some UN agencies are very responsive to certain member states and unresponsive to others"*
- *"The (name of country) status as a nation that is not qualified to receive ODA presents a challenge when it comes to accessing certain UN services."*
- *"We could use a really good overview of what the UN does and who at the UN has oversight responsibilities for the (name of country) and what they are specifically tasked with doing in relation to the (name of country)"*

QuestionID 19: How can the UN improve your country's access to the services of agencies, funds, and programmes?

Each response is separated by ***

"Regular in country visit to discuss priorities"
***

"To provide an overview of the possible services, agencies, funds, and programmes. And in addition to include a SIDS approach to said services."
***

"1. Improving the level of transparency and accountability of the UN entities.
2. Implementing a coordinated inter-institutional approach in the operations of the UN country teams.
3. Reactivating technical level coordination mechanisms.
4. The UNCT remains focused on a limited number of SDGs. The composition and focus of the UN Country Team should reflect the universality and multi-dimensional nature of the SDGs."
***

"Work more closely with the Permanent Missions, not just directly with the Capital. A lot of gaps occur when UN directly contacts Capital. Given our smallness and limited human resources, coordination is very disintegrated."
***

"The UN can improve our country's access through more grant assistance programs and projects."
***

"Regular contact with a fixed focal point."
***

"There is a need for a focal point or person in (name of country) to coordinate and disseminate information related to the services provided by the UN."
***

"Better program overview of what is being offered in terms of services, programs and funds accessible"
***

"Consider approaches to address the peculiar constraints of Overseas Territories"
***

"In some respect, well targeted services from UN to small island (name of country)."
***

"The greater familiarity with UN development systems and their offered services"
***

"Be proactive and present"
***

"There may be a need for a focal point in country to provide the relevant information on UN services"
***

"Please let us know what you are doing, what is available and how it might assist us so we can gain a better understanding"
***

QuestionID 19 (continued): How can the UN improve your country's access to the services of agencies, funds, and programmes?

Each response is separated by ***

"Important for the UN to first listen to what our needs are and then offer where support is possible. Keep open lines of communication and share information in a timely, easily accessible fashion."
***

"Smaller coverage, better focus
Separating the current MCO coverage into sub-regional is the only way to ensure the UN development system is effective and responsive to UN member states in this region. [Country] view is to divide the UN operations into sub-regional groups, listed below:
North Pacific - Micronesia
Samoa - Polynesia
Solomon Islands - Melanesia
This leaves Fiji MCO to deal with Fiji, Kiribati and Tuvalu; and PNG to maintain its current status.
With a reform of the MCO into sub-regional operations, the UN can devote budgets that are targeted, and priority driven with better oversight.
Another, element relating to budgeting is ensuring allocation of budget is equitable and proportion to population. This will have a strong bearing on returns from the investments made by UN that make real impact on development or people's lives."
***

"The presence of the UN office in the country should have the full capacity to assist the country. I suggest that budget should be with the UN office in the country to allow them to facilitate the needs and other requirements from the country. The processing time for payment takes too long to process, since they have to send it to Fiji for approval etc., before they allow the UN country office to make the payment"
***

"By working in a coordinated manner with the Government to share outreach programs to promote services of UN agencies and/or projects delivery"
***

"Services around UN volunteers, and capacity building."
***

"There should be a one-stop shop for information on the UN. Whether this is something the UN Resident Coordinator's Office [can do]. We often don't know what support is out there and how to access it. Climate Change/GCF Funds, etc. are very complicated and cumbersome.
The UN support to countries for climate change funding does not recognize national systems. This increases the challenge to receive funds. It also raises questions on how the UN partners with members states."
***

"Take into consideration our vulnerabilities as SIDS instead of a High Income Country status"
***

"Send a listing at the end of each year that outlines what funds are available across all their agencies and the criteria to access the same."
***

"Provide specific pathways for countries to offer by detailing the support/funds on offer, the benefits and the steps to access with timelines."
***

QuestionID 19 (continued): How can the UN improve your country's access to the services of agencies, funds, and programmes?

Each response is separated by ***

"The UN can assist in finding means of implementation of SDGs and climate action in terms of favorable funding and financing as well as capacity building in assessment of needs and finding solutions."
***

"Provide routine information on these agencies, funds and programmes"
***

"Presence on the ground in country"
***

"By having tailored support through an office that understands the geopolitical and socioeconomic realities of the country"
***

"Flexibility in the annual limit allocation of the total fund available to (name of country)"
***

"Basing more agencies in (name of country)
Locating the Resident Representative in (name of country)
Locating the Resident Coordinator in (name of country)
Reconfiguring the multi-country office, if in-country residencies are not feasible"
***

"Provision of regular updates of services available, closer partnership with various agencies and capacity building to access services and funding"
***

"Convoke with regularity seminars on the services of the various agencies, funds and programmes. Maintain and update with regularity the web portal"
***

"There are no areas of shortfall that we can identify at this time."
***

"A physical presence of representatives from UN agencies (e.g. UN Women, UNICEF, IOM, IMO, and others) coupled with proactive engagement strategies by the organization would greatly assist in the country's efforts to implement the SDGs. Additionally, a platform through which to advertise opportunities for access to services, should be established (via social media, interactive web page/site, etc.)."
***

"By providing information as to the possible sources of funding for developmental projects"
***

QuestionID 20: The UN development system offers the countries it serves expertise at the country, regional, and global level. How would you rate the value (ability to access expertise, quality of interaction, support provided) of remote access to experts from UN agencies, funds, programmes, departments and offices?

All MCO regions combined

Category	Percentage
Very valuable	45%
Somewhat valuable	34%
Neither valuable nor not valuable	17%
Somewhat not valuable	3%

Pacific & AIMS vs LAC

Pacific & AIMS	7%	21%	43%	29%
LAC		13%	44%	44%
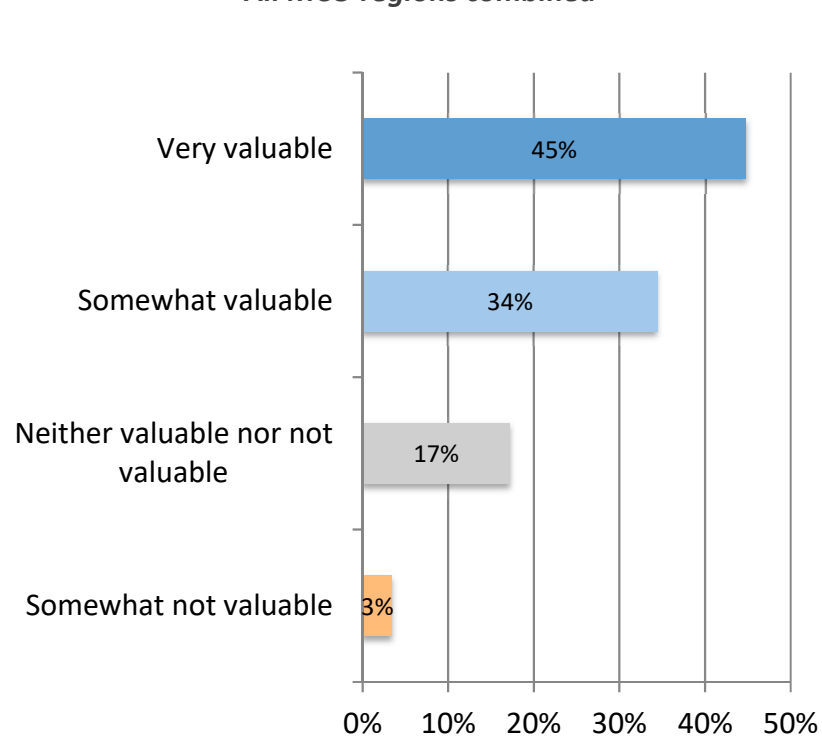
Not Valuable ▮▮▮▮▮ Very Valuable

Responses with zero votes:
- *Not valuable*

QuestionID 21: What are your preferred method(s) for remote access to expertise not physically available in-country? - Selected Choice

Preferred methods for remote access to expertise
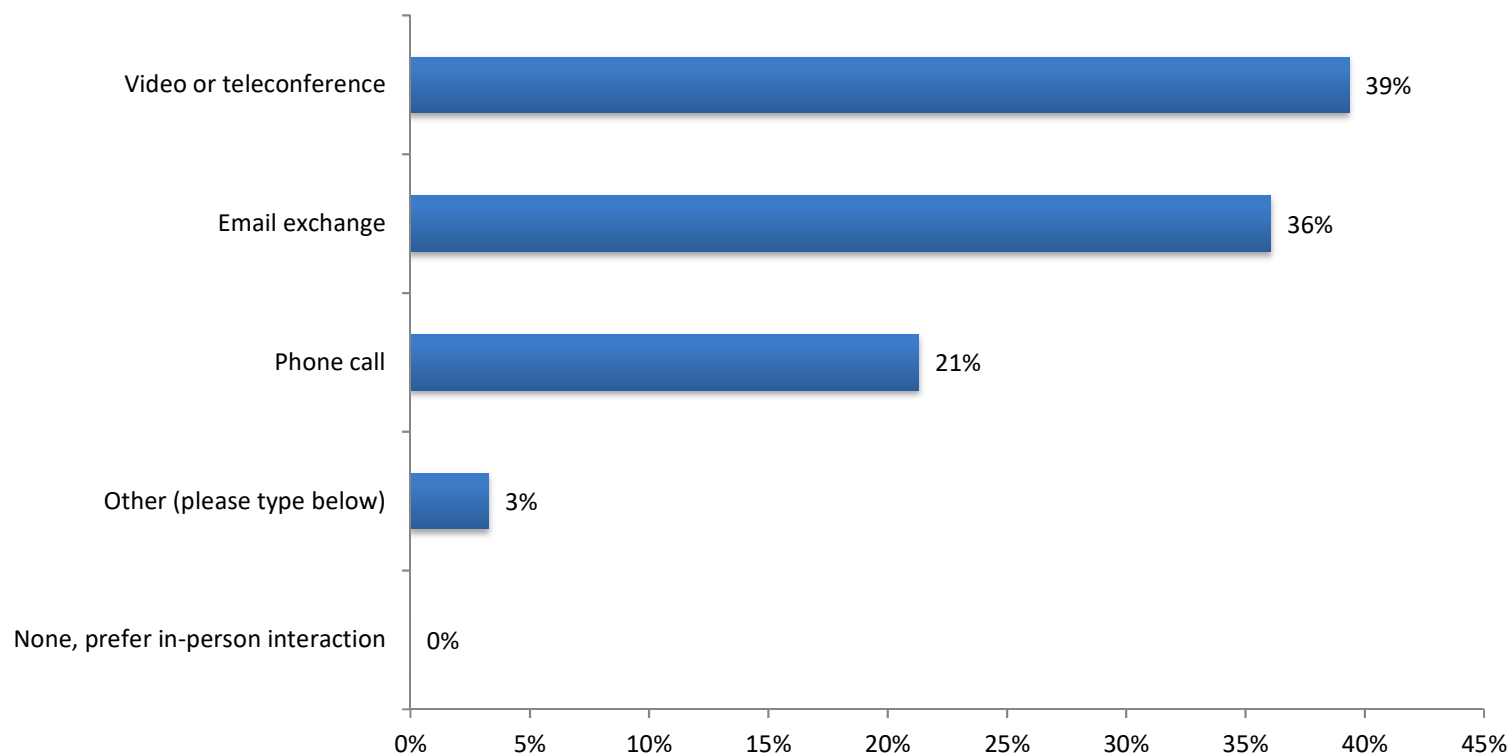
"Other (please type below)" responses

... but how do we make that possible? Do you have an appreciation of my Govt's challenges over email or over a phone call?

It is the same reason why in country presence is important - besides communications means are not always available or affordable to remote communities

Regional Support

4

Question ID 23: Please share below any non-UN regional and subregional intragovernmental organizations that your government is considered part of:

Organisations mentioned by 2 countries and territories or more

Organisations	Abbreviation	Times Mentioned
Caribbean Community	CARICOM	5
Council of Regional Organisations in the Pacific	CROP	5
Organization of American States	OAS	5
Organisation of Eastern Caribbean States	OECS	4
Pacific Island Forum	PIF	4
Association of Caribbean States	ACS	2
Caribbean Development Bank	CDB	2
Caribbean Forum of the African, Caribbean and Pacific Group of States	CARIFORUM	2
Community of Latin American and Caribbean States	CELAC	2
Commonwealth	N/A	2
Indian Ocean Commission	COI	2
Inter-American Development Bank	IDB	2
Pacific Island Development Forum	PIDF	2
Southern African Development Community	SADC	2

Organisations mentioned by 1 country or territory

Organisations	Abbreviation
African Union	AU
African, Caribbean, and Pacific Group of States	ACP
Alliance of Small Island States	AOSIS
Association of Southeast Asian Nations	ASEAN
Caribbean Association of Investment Promotion Agencies	CAIPA
Caribbean Postal Union	CPU
Caribbean Tourism Organization	CTO

Organisations mentioned by 1 country or territory (continued)

Organisations	Abbreviation
Latin America and the Caribbean Economic and Social Councils Network	CESALC
Inter-American Drug Abuse Control Commission	CICAD
Center for International Disaster Information	CIDI
CIM	CIM
Common Market for Eastern and Southern Africa	COMESA
CTIL	CTIL
European Development Fund	EDF
Indian Ocean Rim Association	IORA
Mercosur	MERCOSUR
Micronesia Islands Forum	MIF
Micronesian Presidents Summit	MPS
Organismo para la Proscripción de las Armas Nucleares en la América Latina y el Caribe	OPANAL
Organisation Internationale de la Francophonie	OIF
Pacific Cooperation Foundation	PCF
Parties to Nauru Agreement	PNA
PREP	PREP
Secretaría General Iberoamericana	SEGIB
Sistema de la Integración Centroamericana	SICA
Small Island Developing States DOCK	SIDS-DOCK
South Pacific Community	SPC
The Pacific Community	TPC
UK Overseas Territories and Crown Dependencies	UKOTS
Unión de Naciones Suramericanas	UNASUR

Question ID 24: How would you rate the UN's engagement with non-UN regional and sub-regional intergovernmental organisations to advance national and regional development priorities to achieve the Sustainable Development Goals?

UN Engagement with non-UN regional and sub-regional intergovernmental organisations

Sample*
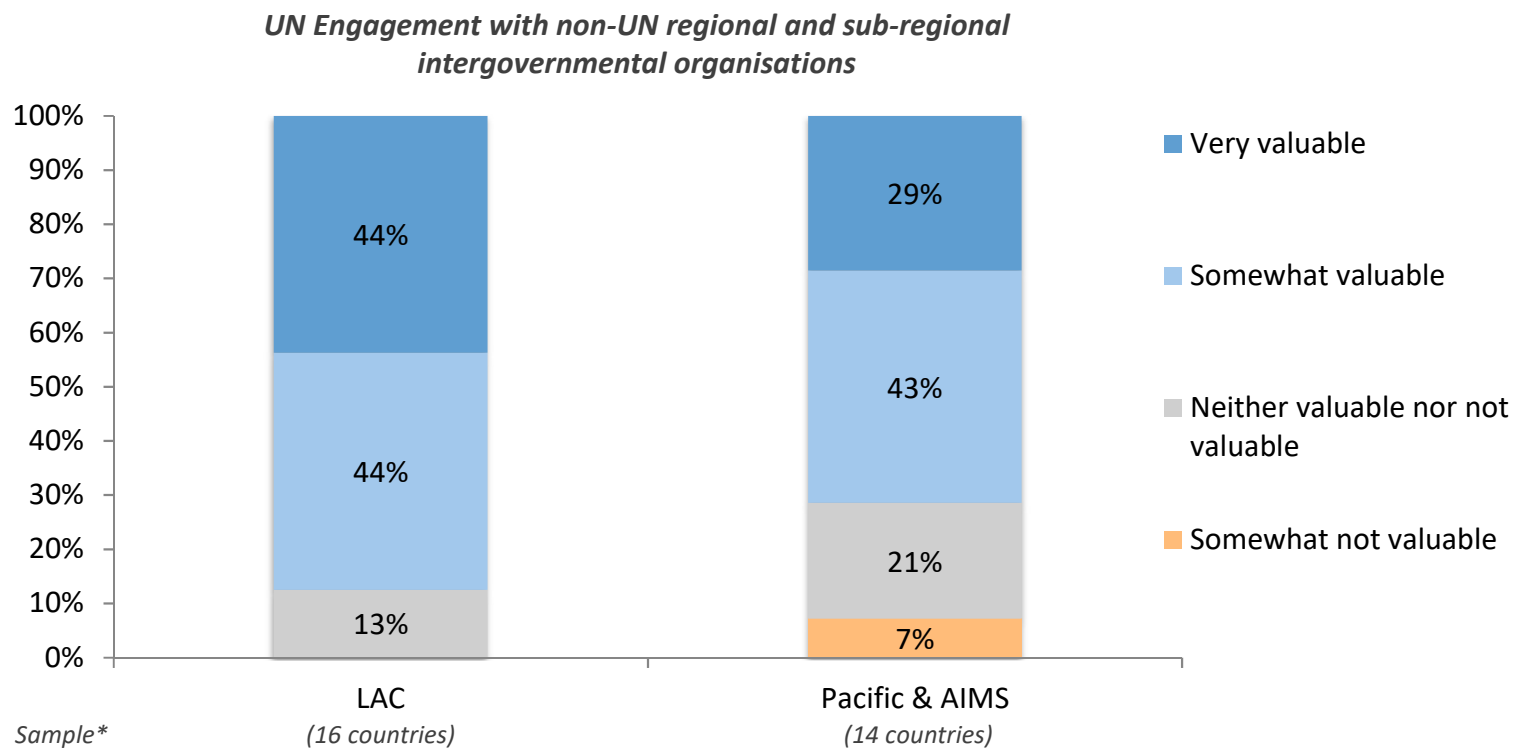
*only 30 of the 34 responding countries answered this question

Responses with zero votes:

• *Not valuable*

Question ID 25: **Please indicate the area(s) of work of non-UN regional and/or sub-regional intergovernmental organisations in which you would like the UN to engage more**

Areas of work in which you would like to engage the UN more (SDGs)

Area	Percentage
None	1%
Life on land	1%
Zero hunger	1%
Responsible consumption and production	2%
Sustainable cities and communities	3%
Reducing inequalities	3%
Gender equality	5%
Clean water and sanitation	6%
Quality education	6%
Affordable and clean energy	7%
Good health and well-being for people	8%
Decent work and economic growth	9%
No Poverty	9%
Life below water	10%
Partnerships for the goals	13%
Climate action	15%

Responses with zero votes:
- *Industry, innovation, and infrastructure*
- *Peace, justice, and strong institutions*

Question ID 26: Please indicate the area(s) of work of non-UN regional and/or sub-regional intergovernmental organisations in which you would like the UN to engage more

Areas of work in which you would like to engage the UN more (SAMOA Pathway priority areas)

Area	%
Food Security and Nutrition	1%
Management of Chemical Waste, including Hazardous Waste	1%
Social Development	3%
Climate Change	3%
Gender Equality and Women's Empowerment	4%
Sustainable Transport	4%
Water and Sanitation	4%
Health and Non-communicable Diseases	6%
Biodiversity	6%
None	6%
Sustainable Consumption and Production	11%
Invasive Alien Species	13%
Means of Implementation, including Partnerships	16%
Sustained and Sustainable, Inclusive and Equitable Economic…	21%

Responses with zero votes:
- *Oceans and Seas*
- *Sustainable Energy*
- *Disaster Risk Reduction*

Question ID 27: Please comment on your selection(s) above (questionIDs 23 – 26):

AIMS & Pacific Responses

"The criteria selecting unto 3 is very limiting."

"In many cases there is the tendency to operate in parallel - this is most marked in countries that do not have robust aid management systems in place that focus on coordination, inclusiveness, ownership accountability etc."

LAC Responses

"The UN agencies are able to work on various regional goods and challenges to strengthen the regions approach to common issues."

"Generally, deeper engagement is desired as the needs are many in our region, however, the selected three represent the most prioritized for the UN development systems"

"Climate change and natural disasters such as hurricanes pose a significant existential threat to the welfare of the people of the (name of country)"

"The diversity of the countries in the region warrants the selection of most areas. Almost all countries, however, share access to oceans and seas, which brings forth both assets and challenges. In our pursuit of economic diversification, industrialization is a common path to sustainable development but which requires due attention to protection of population and environment. The strategic role of energy in sustainable development while adhering to green, blue and circular economy models necessitates increased intergovernmental action"

"These are areas where capacity has been lost over the years and where the need for expertise is very real"

"The selected areas are priorities for the (country name). As a small island developing state, (name of country) is vulnerable to natural disasters, climate change and high debt levels. The flooding that occurred in 2018 highlighted the need for a more aggressive approach to disaster risk management. Greater support is needed to create opportunities for all in our efforts to reduce inequality and to raise the basic standard of living for all citizens."

"SDG 1 was selected because there is a great need to complement the government's efforts to eradicate poverty. SDG 11 was selected because of its all-encompassing targets and provides an opportunity to intentionally incorporate the Family Islands (rural communities) in national development processes. SDG 17 was chosen because it offers an opportunity for (name of country) to develop/strengthen nontraditional and underused partnerships to achieve the SDGs."

"Include Goal 8: Decent Work and Economic Growth"

Question ID 28: We would like to hear from you. What can the UN do to better support your government in meeting its priorities and deliver on the 2030 Agenda to achieve the Sustainable Development Goals?

Each response is separated by ***

"Awareness and implementation of the SIDS priorities."
***

"1. To position the UNDAF as the most important UN Country planning instrument in support of the 2030 Agenda for Sustainable Development.
2. Ensuring the system alignment to the national priorities and the Sustainable Development Goals.
3. Improve the implementation processes of the UN cooperation projects in support of the national priorities.
4. Enhancing the inter-institutional approach of the UN entities in support to the 2030 Agenda implementation."
***

"Meet regularly and update the PSIDS group in NY of the UN's role in assisting SIDS and engaging more often the PRs."
***

"The UN Agencies could provide additional capacity building for integrated and strategic planning, implementation, evaluation and reporting and also support through financial resources particularly for small island developing states."
***

"Have more regular exchanges and contact."
***

"(Name of country) has experienced several challenges in implementing SDGs. Gaps and challenges to implementation relate to the absence of strategies and actions that are necessary for the achievement of the objectives outlined. The following are challenges to implementation of the SDGs and SAMOA Pathway:
Financial constraints;
Absence or inefficiency of data collection systems;
These areas need support.
An absence of a systematic approach to implementation;
Insufficient documentation"
***

"Greater inclusion of associate members of regional economic commissions, amplified support in the largest sense to SIDS in order to address their sustainable development needs."
***

"Support national planning in alignment with SDGs (i.e. localisation of goals)"
***

"The national development planning is a central agency with the development activities being undertaken in (name of country). One of the key work that needs improvement by national planning is monitoring and evaluation for the development progress of (name of country), in turn with regular formal reports for development - similar answers sought by this survey can be sought and appropriate UN support can be attracted based on the information which is not readily available for an island like (name of country)."
***

Question ID 28 (continued): We would like to hear from you. What can the UN do to better support your government in meeting its priorities and deliver on the 2030 Agenda to achieve the Sustainable Development Goals?

Each response is separated by *

"Apart from the tremendous support (name of country) is already enjoying through ECLAC, additional resources to support an in-country coordinator is desired for the SDG's"
***

"We see the value of UN's presence in Fiji and Samoa. We would like to also see a UN presence in the Northern Pacific to assist our sub-region implement this ambitious universal agenda for sustainable development"
***

"The following are challenges to implementation of the SDGs:
Financial constraints;
Absence or inefficiency of data collection systems;
An absence of a systematic approach to implementation;
Insufficient monitoring and evaluation.
Accordingly, the above areas need to be strengthened in order for the government to be able to deliver on the 2030 Agenda.""
***

"Please engage with us. We only have [population size] people so our access to scientific resources (technical skills, knowledge, computing capacity etc.) is limited and this impedes our ability to conduct appropriate risk analysis for threats such as tsunamis, earthquake, hurricane surge, storm wave impacts, sea level rise, flooding etc. We need this information to plan and prepare for the threats we face."
***

"Listen better. Develop services that are needs driven and suitable to local context and provide appropriate follow-up. There is no consistency in monitoring the effectiveness of UN services rendered. It doesn't help that access to services can also be severely delayed."
***

"Prioritization of programme and activities
Better alignment of priorities and programmes and activities to the national development priorities is another consideration. National priorities must set the parameters for UN agencies work in country and not the other way around. The benefit of having UN senior representation in country will allow for direct consultation into programme designing phase and the oversight of its implementation
Improved infrastructure, cheap and efficient power supply"
***

"To interact more with the government ministries, and to ask all sectors what are their priorities so they provide assistance"
***

"Facilitate dialogue so that there's a matching/mapping of country's priorities and the mandates and capabilities of agencies involved. That process will ensure that there is an identification of gaps and for the country to indicate other partners it works with so that there is opportunity to streamline, avoid duplication and refine partnerships in place or to be developed. Same process would indicate constraints and challenges.
***

Question ID 28 (continued): We would like to hear from you. What can the UN do to better support your government in meeting its priorities and deliver on the 2030 Agenda to achieve the Sustainable Development Goals?

Each response is separated by ***

"The (name of country) Government has localized the SDG's as what was agreed in 2015. Where localisation has taken place, the UN should take heed. The UN should be talking to Govts about gaps in meetings its priorities. Yes, this is a shared responsibility - the Govt should also be identifying what the gaps are to partners but whether this discussion has truly taken place is hard to tell."
***

"There is an urgent need to review the criteria for which financial support is given. SIDS should be considered as a separate category, given that our specificities and needs differ from other groups. Actively engage with stakeholders on our national development priority needs. "
***

"Ensuring that our annual work plans are in keeping with the SDGs. Creating a platform for each country to be able to post in calendar format the events that the relevant departments are involved in and linking those to that achievement of the relevant targets in the particular SDG/SDGs."
***

"Engage in multi donor planning meetings at the country level and devise country specific plans for engagement and cooperation."
***

"The UN must be more engaged at national level on issues of effects of climate change and leverage of means of implementation. The focus has to be on signature solutions tailor made to local needs. "
***

"Having tailored support and centralizing UN-Development Operations by commissioning a separate MCO to serve the sub-regional northern Pacific, which would also allay overburden of the current MCO/UNDS structure, and enable more positive engagement"
***

"To be discussed further please"
***

"Restructure the configuration of delivering operational services by: increasing agencies on the ground; relocating the RR and the RC in (name of country) or nearer; regrouping the MCO to cover countries with similar characteristics and development challenges"
***

"Consolidate and continue to support the areas agreed to during the MAPS Scoping Mission. Assist with high level dialogue with policy makers on the critical gaps and importance of addressing these in a systematic manner. Voicing the urgency and need for a coordinated effort towards the 2030 Agenda"
***

Question ID 28 (continued): **We would like to hear from you. What can the UN do to better support your government in meeting its priorities and deliver on the 2030 Agenda to achieve the Sustainable Development Goals?**

Each response is separated by ***

"Assistance in the development of a coordinating mechanism to facilitate the implementation of the SDGs by GORTT and civil society organizations.
A communication strategy to raise awareness and promote understanding regarding SDGs among civil societies, private agencies, academia and communities.
Building capacity within and developing SDG indicators in the national statistical system.
Financial support to advance the rate of implementation of the SDGs and 2030 Agenda."
***
"As stated previously, a physical presence of representatives from UN agencies (e.g. UN Women, UNICEF, IOM, IMO, and others) coupled with proactive engagement strategies by the strengthened/new country office would greatly assist in the country's efforts to implement the SDGs. Additionally, a platform through which to advertise opportunities for access to services, should be established (via social media, interactive web page/site, etc.). Flexible cost-sharing arrangements would assist."
***
"The UN has had a presence in (name of country) through its various agencies and humanitarian organizations (UNDP, FAO, PAHO, UNFPA, OCHA, WFP, UNICEF etc.) and other organizations with which they have held relations.
The Government and People of (name of country) have been greatly assisted and value the contribution made towards national development and the achievement of the SDGs in various areas:
Sustainable food production and food security
Creation of sustainable employment
Clean water and sanitation
etc."

Costing Detail for MCO Configuration Options

ANNEX B

Guidance for interpreting cost analysis (1 of 2)

The cost estimates outlined in Section 5 are developed using **personnel costs** from the RCO Staffing Plans and Budgets for 2019 (*see Source 15*), **ICT costs** *(see Source 25)* provided by ITU, and **Coordination Fund** guidance.

The **Cost Overview** tables in Section 5.1 provides estimated annual costs for operating RC offices in the Pacific. The estimated total cost (highlighted in orange) includes all MCO-served countries and territories in the Pacific to enable a cost comparison between the recommended option and current operations, assuming the standard RCO composition of 5 coordination professionals and 2 general support personnel.

The **Cost Analysis** tables provide a detailed cost breakdown to support their respective Cost Overview tables.

Guidance for interpreting cost analysis (2 of 2)

Definitions:

	Section	Term	Definition
Cost Overview tables	Location	NA	MCO hub location
	MCO hub	# of positions	Total number of RC office positions hosted in the MCO hub location
	MCO hub	Cost (USD)	Total personnel and ICT costs for RC office positions in the MCO hub location
	Outposted location(s)	# of positions	Total number of RC office positions outposted in countries and territories outposted from the MCO hub location
	Outposted location(s)	Cost (USD)	Total personnel and ICT costs for RC office positions in countries and territories outposted from the MCO hub location
	Coordination Fund	Countries and territories eligible for Track C	Number of additional countries and territories supported by the MCO RC and RC office
	Coordination Fund	Cost (USD)	Coordination Fund allocation available to the MCO. Calculated using base allocation of $100,000 (Track A) and the proposed $25K top-up for covering additional countries and territories (Track C)
Cost Analysis details	ICT – Broadband	1GB data	Cost for 1GB of fixed broadband data
	ICT – Broadband	GB data/mo	Estimated GB of fixed broadband data used. MCO hubs are assumed to use 5GB of data per month, whereas outposted locations are allotted 1GB of data per month
	ICT – Broadband	12 months	Annual cost for fixed broadband data
	Personnel	Title	Title of personnel
	Personnel	Level	Level of personnel. For comparison purposes, assumed: RC = D1, Strategic Planner = P5, Economist = P4, Partnerships and Results Management = NOC, Communications = NOB, Executive Associate = G6, Driver = G3, and country coordination personnel = NOC
	Personnel	#	Number of personnel filling the respective role
	Personnel	Annual Cost	Annual personnel costs for the respective role

MCO costs based on standard RCO composition implemented globally (non-MCOs) on 1 January 2019*

Location	MCO hub		Outposted location(s)		Coordination Fund		Total Cost (USD)
	# of Positions	Cost (USD)	# of Positions	Cost (USD)	Countries and territories eligible for Track C	Cost (USD)	
PACIFIC	**16**	**$2,219,691**	**11**	**$696,543**	**12**	**$500,000**	**$3,416,234**
Fiji	8	$1,189,139	9	$539,525	9	$325,000	$2,053,664
Samoa	8	$1,030,552	2	$157,018	3	$175,000	$1,362,570
CARIBBEAN	**32**	**$5,119,848**	**2**	**$160,976**	**18**	**$850,000**	**$6,130,824**
Trinidad & Tobago	8	$1,379,125	1	$78,151	4	$200,000	$1,657,276
Barbados	8	$1,424,107			9	$325,000	$1,749,107
Jamaica	8	$1,148,102			4	$200,000	$1,348,102
El Salvador	8	$1,168,514	1	$82,825	1	$125,000	$1,376,339
AIMS	**16**	**$2,136,978**	**0**	**$0**	**2**	**$250,000**	**$2,386,978**
Mauritius	8	$1,100,853			1	$125,000	$1,225,853
Malaysia	8	$1,036,125			1	$125,000	$1,161,125
TOTAL							**$11,934,036**

* Data is provided as a baseline for comparison for the options in Section 5. Actual costs may vary because RC and RCO staff can be hired at a range of levels. Also, for purpose of comparability, it is assumed that JPO Country Coordination Officers/Specialist are funded by the RC system. For more information on JPOs please refer to slides 82 and 83.

Pacific MCO cost analysis based on standard RCO composition implemented globally (for non-MCOs) on 1 January 2019*

MCO Hub Location	Fiji		
ICT – Broadband	1GB data		$9
	GB data/mo	5	$46
	12 months		$550

Personnel

	Title	Level	#	Annual Cost
1	Resident Coordinator	D1	1	$306,472
2	Strategic Planner	P5	1	$276,902
3	Economist	P4	1	$242,913
4	Partnerships	NOC	1	$103,189
5	Results Management	NOC	1	$103,189
6	Communications	NOB	1	$83,269
7	Executive Associate	G6	1	$47,044
8	Driver	G3	1	$25,612
	Total			**$1,189,139**

MCO Hub Location	Samoa		
ICT – Broadband	1GB data		$19
	GB data/mo	5	$97
	12 months		$1,163

Personnel

	Title	Level	#	Annual Cost
1	Resident Coordinator	D1	1	$313,769
2	Strategic Planner	P5	1	$283,373
3	Economist	P4	1	$248,408
4	Partnerships	NOC	1	$49,600
5	Results Management	NOC	1	$49,600
6	Communications	NOB	1	$43,541
7	Executive Associate	G6	1	$28,208
8	Driver	G3	1	$12,890
	Total			**$1,030,552**

Outposted Locations**

Personnel

	Title	Location	Level		ICT: Broadband 1GB data	GB data/mo	Total Annual Cost
1	Country coordination personnel	Kiribati	NOC	1	$19	1	$78,509
2	Country coordination personnel	Marshall Islands, Republic of	NOC	1	$192	1	$35,403
3	Country coordination personnel	Micronesia, Fed.States of	NOC	1	$50	1	$66,143
4	Country coordination personnel	Nauru	NOC	1	$26	1	$57,148
5	Country coordination personnel	Palau	NOC	1	$91	1	$50,696
6	Country coordination personnel	Solomon Islands	NOC	1	$19	1	$78,509
7	Country coordination personnel	Tonga	NOC	1	$91	1	$104,285
8	Country coordination personnel	Tuvalu	NOC	1	$276	1	$36,024
9	Country coordination personnel	Vanuatu	NOC	1	$31	1	$32,401
10	Country coordination personnel	Cook Islands	NOC	1	$91	1	$26,713
11	Country coordination personnel	Niue	NOC	1	$56	1	$130,712
	Total						**$696,543**

Caribbean MCO cost analysis based on standard RCO composition implemented globally (for non-MCOs) on 1 January 2019* (1 of 2)

MCO Hub Location	Trinidad & Tobago		
ICT – Broadband	1GB data		$20
	GB data/mo	5	$101
	12 months		$1,212
Personnel			
Title	**Level**	**#**	**Annual Cost**
1 Resident Coordinator	D1	1	$302,055
2 Strategic Planner	P5	1	$273,233
3 Economist	P4	1	$238,747
4 Partnerships	NOC	1	$150,493
5 Results Management	NOC	1	$150,493
6 Communications	NOB	1	$123,404
7 Executive Associate	G6	1	$83,506
8 Driver	G3	1	$55,981
Total			**$1,379,125**

MCO Hub Location	Barbados		
ICT – Broadband	1GB data		$38
	GB data/mo	5	$188
	12 months		$2,250
Personnel			
Title	**Level**	**#**	**Annual Cost**
1 Resident Coordinator	D1	1	$322,158
2 Strategic Planner	P5	1	$291,062
3 Economist	P4	1	$253,886
4 Partnerships	NOC	1	$151,792
5 Results Management	NOC	1	$151,792
6 Communications	NOB	1	$129,772
7 Executive Associate	G6	1	$76,350
8 Driver	G3	1	$45,044
Total			**$1,424,107**

Caribbean MCO cost analysis based on standard RCO composition implemented globally (for non-MCOs) on 1 January 2019* (2 of 2)

MCO Hub Location	Jamaica		
ICT – Broadband	1GB data		$35
	GB data/mo	5	$173
	12 months		$2,075

Personnel			
Title	**Level**	**#**	**Annual Cost**
1 Resident Coordinator	D1	1	$305,629
2 Strategic Planner	P5	1	$276,403
3 Economist	P4	1	$241,438
4 Partnerships	NOC	1	$88,793
5 Results Management	NOC	1	$88,793
6 Communications	NOB	1	$72,830
7 Executive Associate	G6	1	$44,492
8 Driver	G3	1	$27,649
Total			**$1,148,102**

MCO Hub Location	El Salvador		
ICT – Broadband	1GB data		$20
	GB data/mo	5	$98
	12 months		$1,170

Personnel			
Title	**Level**	**#**	**Annual Cost**
1 Resident Coordinator	D1	1	$294,112
2 Strategic Planner	P5	1	$265,940
3 Economist	P4	1	$233,606
4 Partnerships	NOC	1	$106,476
5 Results Management	NOC	1	$106,476
6 Communications	NOB	1	$85,923
7 Executive Associate	G6	1	$48,279
8 Driver	G3	1	$26,532
Total			**$1,168,514**

Outposted Location

Personnel

Title	**Location**	**Level**	**#**	ICT: Broadband 1GB data	GB data/mo	Total Annual Cost
1 Country coordination personnel	Belize	NOC	1	$19.50	1	$82,825
2 Country coordination personnel	Suriname	NOC	1	$30.29	1	$78,151
Total						**$160,976**

AIMS MCO cost analysis based on standard RCO composition implemented globally (for non-MCOs) on 1 January 2019*

MCO Hub Location	Mauritius		
ICT – Broadband	1GB data		$14
	GB data/mo	5	$72
	12 months		$868
Personnel			
Title	Level	#	Annual Cost
1 Resident Coordinator	D1	1	$282,547
2 Strategic Planner	P5	1	$255,932
3 Economist	P4	1	$224,056
4 Partnerships	NOC	1	$100,209
5 Results Management	NOC	1	$100,209
6 Communications	NOB	1	$77,146
7 Executive Associate	G6	1	$41,646
8 Driver	G3	1	$18,238
Total			**$1,100,853**

MCO Hub Location	Malaysia		
ICT – Broadband	1GB data		$9.40
	GB data/mo	5	$47.00
	12 months		$564.00
Personnel			
Title	Level	#	Annual Cost
1 Resident Coordinator	D1	1	$294,014
2 Strategic Planner	P5	1	$266,102
3 Economist	P4	1	$232,691
4 Partnerships	NOC	1	$69,074
5 Results Management	NOC	1	$69,074
6 Communications	NOB	1	$54,464
7 Executive Associate	G6	1	$34,677
8 Driver	G3	1	$15,464
Total			**$1,036,125**

UN Agency, Fund, and Programme Presence by MCO

ANNEX C

There are **13** UN agencies with active operations across the ten countries/territories of the **Fiji MCO**

FSM

5 Agencies | **20** int'l staff, **22** nat'l staff

IOM| 18, 17
UNFPA | 0, 2
UNICEF | 1, 0
UNOPS | 0, 1
WHO| 1, 2

RMI

IOM | 3, 7
UNFPA | 0, 1
UNOPS | 0, 2

KIRIBATI

5 Agencies | **2** int'l staff, **14** nat'l staff

UNICEF | 2, 9
UNDP | 0, 1
UNFPA | 0, 1
UNOPS | 0, 1
UN Women | 0, 2

PALAU

IOM | 1, 0
UNDP | 0, 2
UNOPS | 0, 1

NAURU

UNDP | 0, 3
UN Women | 0, 1

SOLOMON ISLANDS

8 Agencies | **38** int'l staff, **95** nat'l staff

FAO | 0, 10
IOM | 1, 0
UNDP| 16, 50
UNDSS | 0, 1
UNFPA | 0, 2
UNICEF | 5, 4
UN Women | 1, 8
WHO | 15, 20

VANUATU

7 Agencies | **13** int'l staff, **46** nat'l staff

FAO | 0, 3
IOM | 1, 2
UNDP| 0, 5
UNFPA | 0, 1
UNICEF | 7, 12
UN Women | 0, 6
WHO | 5, 17

TUVALU

UNDP
1, 4

TONGA

6 Agencies | **1** int'l staff, **10** nat'l staff

FAO | 0, 3
IOM | 0, 1
UNDP | 0, 1
UNFPA | 0, 1
UN Women | 0, 1
WHO | 1, 3

FIJI

18 Agencies | **147** int'l staff, **284** nat'l staff

FAO	5, 15	UNFPA	8, 14
IFAD	0, 2	UNICEF	26, 32
ILO	2, 9	UNISDR	1, 1
IOM	1, 3	UNOCHA	6, 5
UNAIDS	0, 3	UNOHCHR	3, 3
UNCTAD	2, 2	UN Women	8, 30
UNDP	31, 107	WFP	6, 5
UNDSS	1, 3	WHO	20, 47
UNESCAP	7, 3	WHO Fellows	20, 0

UNITED NATIONS | MCO REVIEW TEAM

There are **11** UN agencies with active operations across the four countries/territories of the **Samoa MCO**

SAMOA

11 Agencies | **40** int'l staff, **74** nat'l staff

FAO | 14, 21	**UNICEF** | 0, 1
ILO | 0, 1	**UNOPS** | 0, 2
UNDP | 14, 28	**UN Women** | 0, 2
UNEP | 3, 2	**WHO** | 1, 8
UNESCO | 7, 8	**WMO** | 1, 0
UNFPA | 0, 1	

TOKELAU*

COOK ISLANDS*

NIUE

UNDP
0, 1

* Zero resident staff
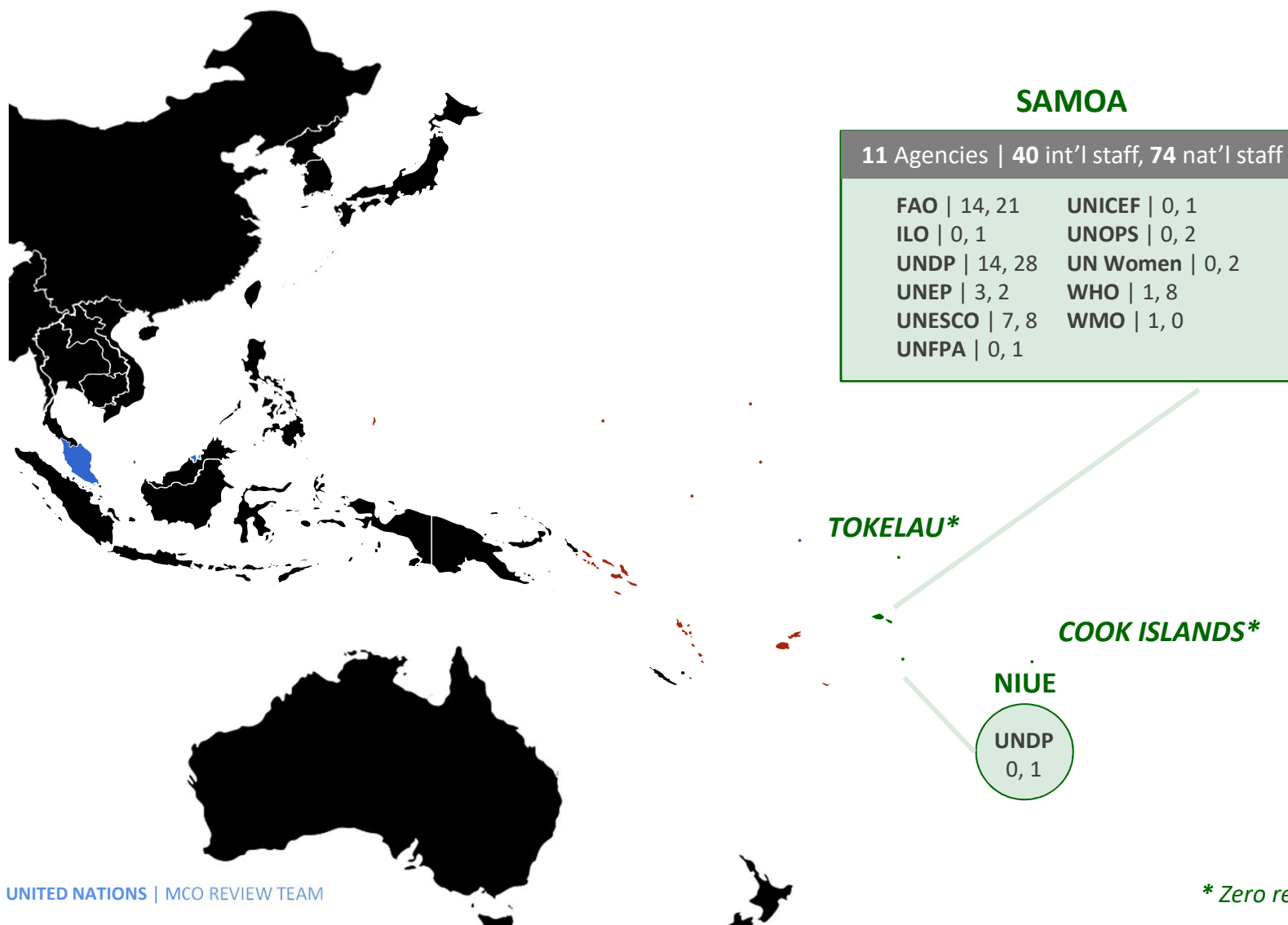
There are **15** UN agencies with active operations across the five countries/territories of the **Trinidad & Tobago MCO**
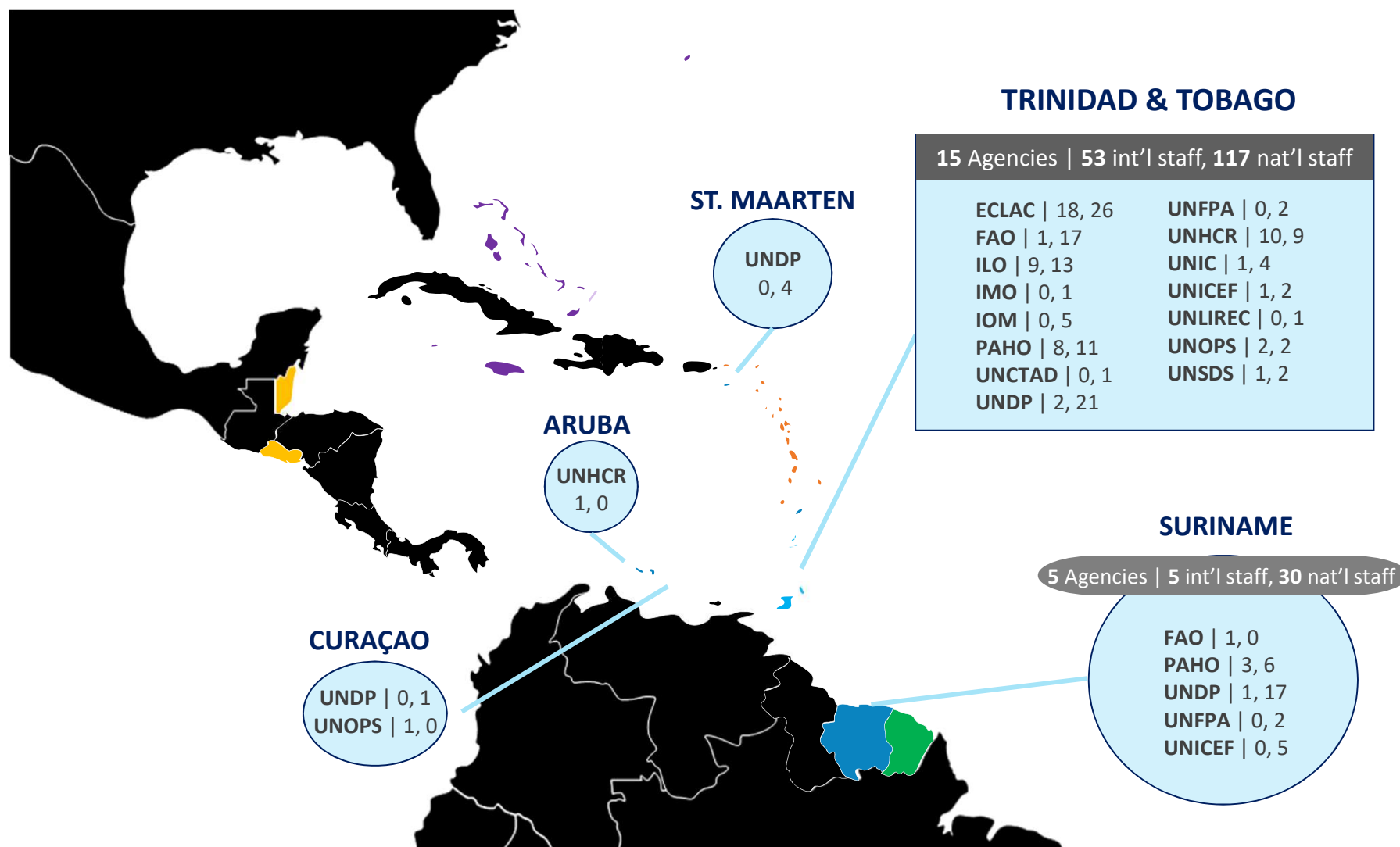
TRINIDAD & TOBAGO

15 Agencies | **53** int'l staff, **117** nat'l staff	
ECLAC | 18, 26	UNFPA | 0, 2
FAO | 1, 17	UNHCR | 10, 9
ILO | 9, 13	UNIC | 1, 4
IMO | 0, 1	UNICEF | 1, 2
IOM | 0, 5	UNLIREC | 0, 1
PAHO | 8, 11	UNOPS | 2, 2
UNCTAD | 0, 1	UNSDS | 1, 2
UNDP | 2, 21	

ST. MAARTEN

UNDP
0, 4

ARUBA

UNHCR
1, 0

SURINAME

5 Agencies \| **5** int'l staff, **30** nat'l staff

FAO \| 1, 0
PAHO \| 3, 6
UNDP \| 1, 17
UNFPA \| 0, 2
UNICEF \| 0, 5

CURAÇAO

UNDP \| 0, 1
UNOPS \| 1, 0

Final draft

There are **16** UN agencies with active operations across the five countries/territories of the **Jamaica MCO**

BERMUDA*

BAHAMAS

PAHO | 2, 11
UNDP | 0, 1
UNHCR | 0, 1

TURKS & CAICOS*

CAYMAN ISLANDS*

JAMAICA

15 Agencies | **55** int'l staff, **144** nat'l staff

FAO	0, 7	**UNDSS**	9, 13
IOM	0, 25	**UNEP**	7, 12
ISA	19, 21	**UNESCO**	6, 9
OHCHR	4, 29	**UNFPA**	4, 9
PAHO	4, 20	**UNICEF**	2, 14
UNAIDS	5, 3	**UNOPS**	0, 1
UNCTAD	3, 2	**UN Women**	0, 1

Zero resident staff

There are **13** UN agencies with active operations across the ten countries/territories of the **Barbados MCO**

BVI

UNDP | 4, 0
UNICEF | 1, 0

ST. KITTS & NEVIS

PAHO | 1, 0
UNDP | 0, 2
UNOPS | 0, 1

ANTIGUA & BARBUDA

PAHO | 1, 1
UNDP | 0, 1
UNICEF | 1, 0
UNOPS | 1, 0

ST. LUCIA

PAHO | 1, 1
UNDP | 0, 3
UNICEF | 1, 0
UNOPS | 1, 8
UPU | 1, 0

ANGUILLA

PAHO
1, 0

*MONTSERRAT**

BARBADOS

10 Agencies | **56** int'l staff, **125** nat'l staff

FAO | 17, 21   UNICEF | 5, 18
ITU | 2, 1   UNODC | 0, 1
PAHO | 20, 26   UNOPS | 0, 1
UNDP | 8, 45   UN Women | 2, 11
UNFPA | 0, 1   WFP | 2, 0

DOMINICA

6 Agencies | **21** int'l staff, **38** nat'l staff

IOM | 5, 21
PAHO | 1, 1
UNDP | 4, 9
UNICEF | 3, 1
UNOPS | 0, 1
WFP | 8, 5

ST. VINCENT & GREN.

UNDP | 0, 3
UNOPS | 0, 1

GRENADA

PAHO | 0, 1
UNDP | 0, 4
UNOPS | 2, 1

* Zero resident staff

There are 16 UN agencies with active operations across the two countries/territories of the El Salvador MCO

EL SALVADOR

| 16 Agencies | 47 int'l staff, 345 nat'l staff |

FAO | 3, 38	**UNFPA** | 1, 14
ILO | 0, 1	**UNHCR** | 8, 10
IOM | 11, 85	**UNICEF** | 2, 23
PAHO | 8, 7	**UNODC** | 3, 8
UNAIDS | 0, 1	**UNOPS** | 2, 33
UNDPA | 1, 0	**UNS** | 0, 5
UNDP | 4, 45	**UN Women** | 1, 11
UNDSS | 1, 2	**WFP** | 2, 62

BELIZE

| 8 Agencies | 11 int'l staff, 58 nat'l staff |

IOM | 0, 2
PAHO | 3, 17
UNDP | 1, 16
UNDSS | 0, 1
UNFPA | 1, 2
UNHCR | 3, 6
UNICEF | 2, 11
UNOPS | 1, 3

UNITED NATIONS | MCO REVIEW TEAM
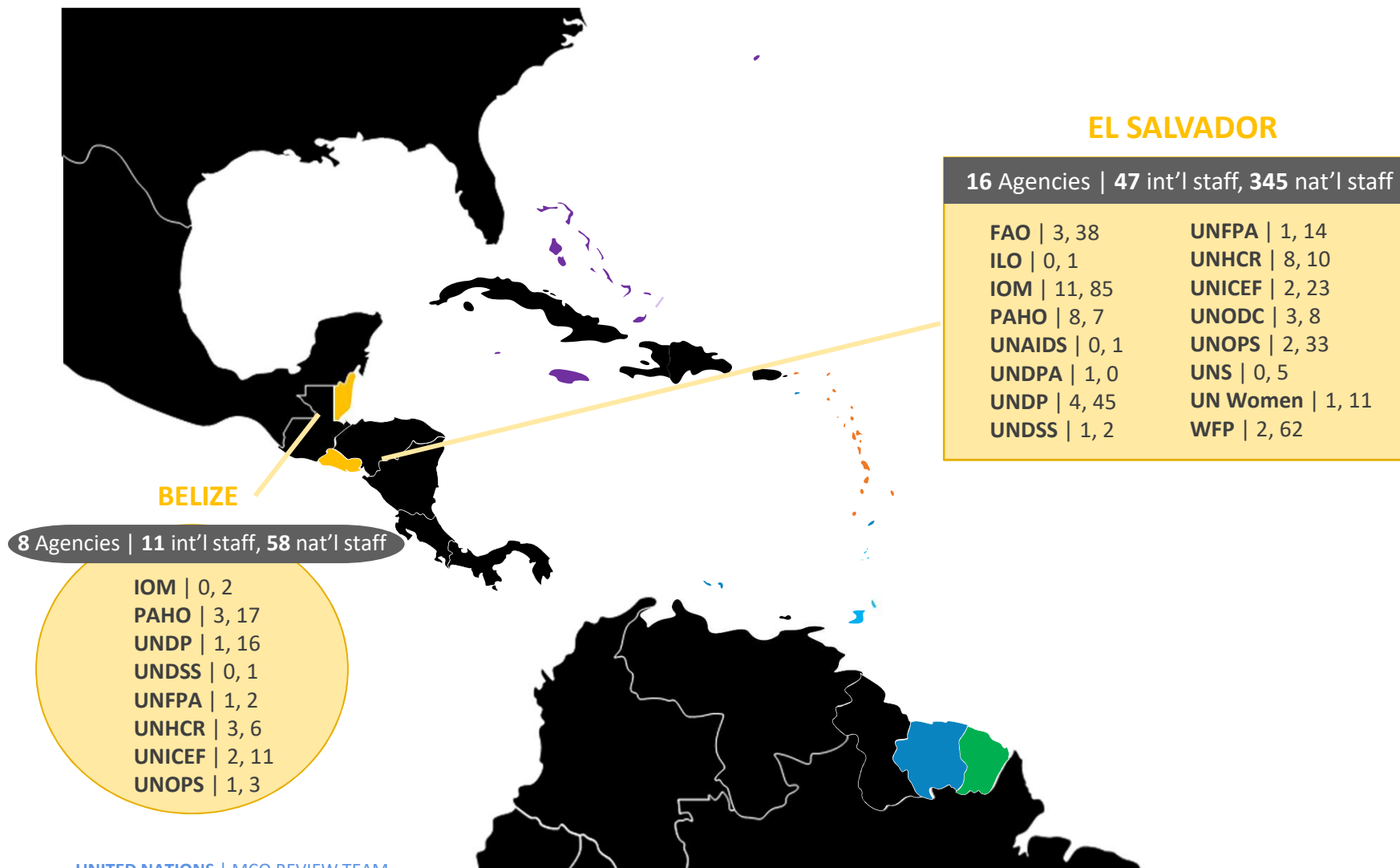
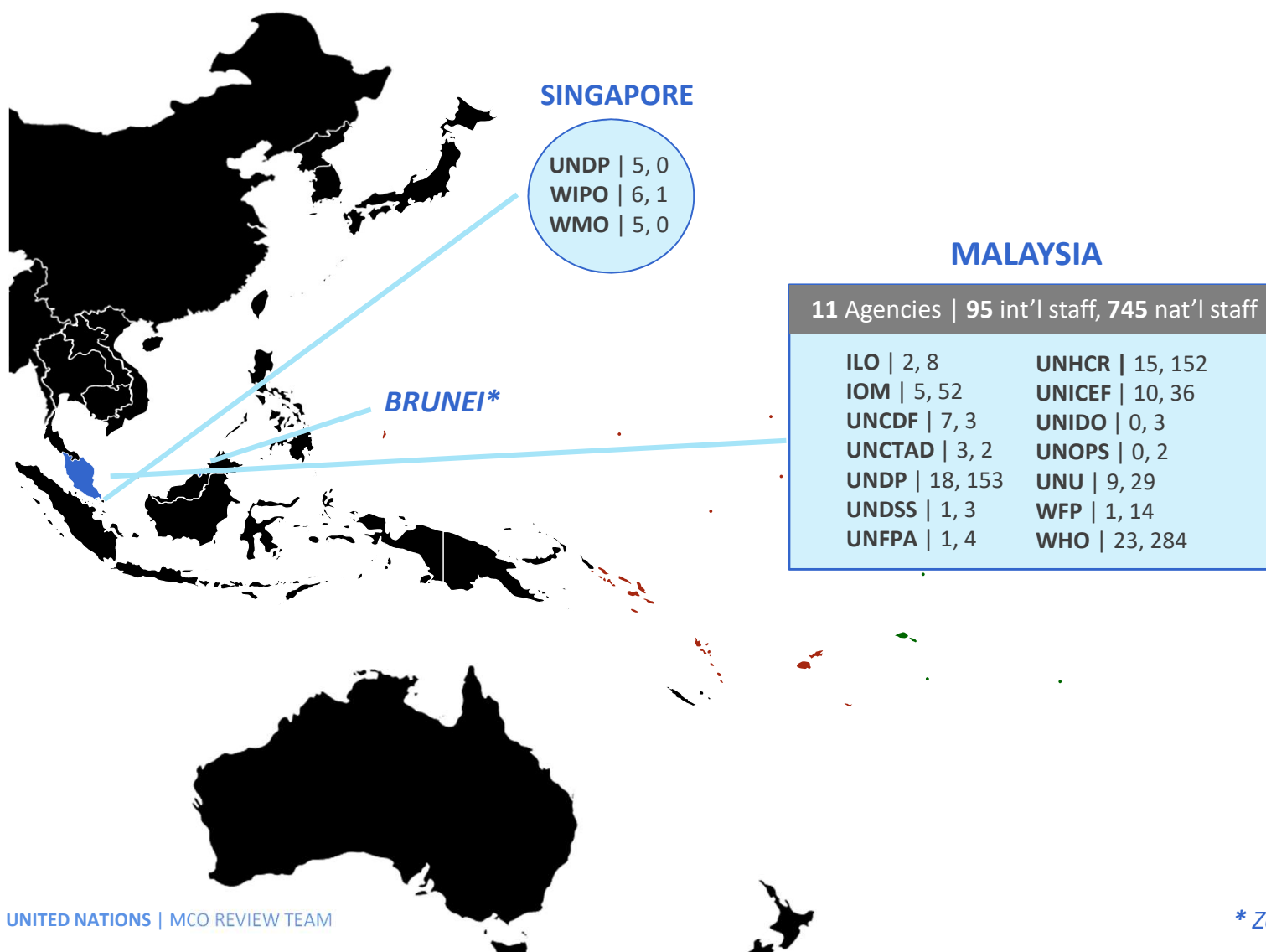# There are **17** UN agencies with active operations across the three countries/territories of the **Malaysia MCO**

SINGAPORE

UNDP | 5, 0
WIPO | 6, 1
WMO | 5, 0

MALAYSIA

11 Agencies | **95** int'l staff, **745** nat'l staff

ILO | 2, 8	**UNHCR** | 15, 152
IOM | 5, 52	**UNICEF** | 10, 36
UNCDF | 7, 3	**UNIDO** | 0, 3
UNCTAD | 3, 2	**UNOPS** | 0, 2
UNDP | 18, 153	**UNU** | 9, 29
UNDSS | 1, 3	**WFP** | 1, 14
UNFPA | 1, 4	**WHO** | 23, 284

*BRUNEI**

* Zero resident staff

MCO Configuration and AFP Coverage Overview

ANNEX D

The coverage of AFP representatives sitting in MCO-hubs does not always match the countries covered by the MCOs

Examples (1:2)

Pacific MCOs

- UNDP and UNFPA also support PNG through their Fiji offices

- UNESCO covers the 14 Pacific MCOs countries, as well as Australia, New Zealand and PNG through its Samoa office

- WHO also covers American Samoa through its Samoa office

Barbados MCO

- UNDP and UNFPA mirror the coverage of the Barbados MCO

- FAO covers Barbados and the OECS countries, Trinidad and Tobago, Guyana and Haiti

- UNICEF covers Barbados OECS countries, as well as Trinidad and Tobago, and Turks and Caicos Islands

- PAHO covers Barbados and the OECS countries, French Guiana, Guadeloupe, and Martinique

- FAO covers Barbados and the OECS countries, Guyana, Haiti, and Trinidad and Tobago

- ITU, UN Women and WFP cover the whole Caribbean region

- OHCHR coverage mirrors the Barbados MCO, but also includes Trinidad and Tobago

- UPU is based in St. Lucia, which is covered by the Barbados MCO, and covers the entire Caribbean region

The coverage of AFP representatives sitting in MCO-hubs does not always match the countries covered by the MCOs

Examples (2:2)

Jamaica MCO

- PAHO, UNDP, UNEP, and OHCHR mirror the coverage of the Jamaica MCO
- UNFPA and UNEP cover the entire Caribbean region
- UNAIDS covers the Jamaica and Trinidad and Tobago MCOs countries
- UNESCO hosts a cluster office for the Caribbean region covering 19 countries and territories

Trinidad and Tobago MCO

- IOM, PAHO, UNDP coverage mirrors the T&T MCO
- ILO and IMO cover the Caribbean region
- UNICEF has a field office that reports to the UNICEF Barbados and OECS Office
- FAO covers both Trinidad and Tobago and Suriname
- UNHCR covers the Southern Caribbean
- ECLAC has a regional headquarters with coverage across the Caribbean region

The configuration of AFPs also vary widely

- **AFP programmatic and staffing footprint vary depending on country context and UN entities' structures.**
  - *Annex C provides detailed staffing numbers in different country contexts*

- **AFP representatives report to either regional hubs located in different parts of the world or directly to their global headquarters.**
  - *Refer to section 3.3 for further details*

- **AFP personnel primarily report to their agency representative sitting in the MCO regions. However, sometimes agency representatives are located in a MCO-hub that does not cover the country where the reporting personnel is operating from.**
  - *For example*, FAO staff in the Solomon Islands primarily report to the FAO regional office located in Samoa, though Solomon Islands is covered by the Fiji MCO.

MCO Review Methodology

ANNEX E

The MCO Review Team developed a set of guiding principles to shape its approach and methodology

*The following principles promoted the development of **impartial, actionable**, and **sustainable recommendations** to improve MCOs, including:*

Independent and objective assessment

Supported by an external contractor and international independent consultants, the review was rooted in an impartial analysis based on a rigorous and consistent methodology.

Inclusive, consistent comprehensive consultations

Leveraging a variety of methods, including document reviews, surveys, field visits, remote interviews, and in-person consultations, the MCO Review Team sought to capture the perspectives of each country.

Evidence-based analysis

The review's findings were developed on the basis of a consistent data collection process and in-depth analysis.

Results-driven solutions and concrete recommendations

Recommendations were developed to position MCOs so that they can effectively deliver the services that Member States expect and count on the capacities, resources and configurations to do so.

Alignment with broader UNDS reform

The approach of the review and final recommendations aligned with the vision and direction of other reform efforts, such as the regional review and the reinvigorated RC system.

All 41 MCO-served countries and territories were consulted through multiple channels as part of the MCO Review

Country / MCO	In-Country Consultation	Remote Consultation	Survey Questionnaire
Barbados MCO			
Anguilla		X	X
Antigua and Barbuda		X	X
Barbados	X		X
British Virgin Islands		X	X
Dominica		X	X
Grenada		X	X
Montserrat		X	X
Saint Kitts and Nevis		X	X
Saint Lucia	X		X
Saint Vincent and the Grenadines		X	X
Jamaica MCO			
Bahamas	X		X
Bermuda		X	X
Cayman Islands		X	X
Jamaica	X		X
Turks and Caicos		X	X
Trinidad and Tobago MCO			
Aruba		X	X
Curacao		X	X
Sint Maarten	X		X
Suriname		X	
Trinidad and Tobago	X		X
El Salvador MCO			
Belize	X		X
El Salvador		X	X
Mauritius MCO			
Mauritius	X		X
Seychelles		X	X
Malaysia MCO			
Malaysia		X	X
Singapore		X	X
Brunei		X	X

A combination of in-person consultation visits, remote discussions, and a survey questionnaire distributed to governments was leveraged to shape the MCO Review's findings and recommendations.

- **15** countries/territories visited across the Caribbean, Pacific, and AIMS regions
- **26** countries/territories consulted through remote discussion
- **41** governments invited to submit feedback via survey *(34 countries/territories responded)*

Country / MCO	In-Country Consultation	Remote Consultation	Survey Questionnaire
Samoa MCO			
Cook Islands		X	X
Niue		X	X
Samoa	X		X
Tokelau		X	X
Fiji MCO			
Fiji	X		X
Kiribati	X		X
Marshall Islands	X		X
Federated States of Micronesia	X		X
Nauru		X	X
Palau		X	X
Solomon Islands	X		X
Tonga	X		X
Tuvalu		X	X
Vanuatu		X	X

Delegates from the Seychelles were consulted in-person at a summit in Mauritius

Data Sources and References

ANNEX F

Data Sources and References

1) United Nations, Department of Economic and Social Affairs (DESA), "LDC Data: GNI Per Capita, Atlas Method" based on National Accounts Main Aggregates Database, using currency conversion rate based on the World Bank Atlas method and adjusted to calendar year, where applicable, (received 18 Jan 2017). Data is the 2014-2016 average.
2) UN Department of Economic and Social Affairs (DESA) "LDC Data," Human Development Index, 2017
3) World Bank Group, (WBG) data, "Population (All)," 2017
4) WBG data, "Diabetes prevalence (% of population ages 20 to 79)," 2017
5) UNDP Human Development Data, "Current health expenditure (% of GDP)," 2017
6) UNDP Human Development Data "Homicide rate (per 100,000 people)," 2017
7) WBG, "Engagement with Small States: Taking Stock," 2016
8) INFORM Index for Risk Management, INFORM Data Mid 2019 "Physical exposure to tropical cyclone wind (relative)", 2019
9) Bündnis Entwicklung Hilft, WorldRiskIndex 2018 , "WorldRiskIndex Scores," 2018
10) UN DESA "LDC Data," Environmental Vulnerability Index, 2017
11) WBG, "A 360 degree look at Dominica Post Hurricane Maria", 2017
12) Organizations for Economic Cooperation and Development (OECD), "Aid (ODA) Commitments to Countries and Regions," 2017
13) UN MCO Review Survey, 2019. *Full survey data available in* Annex A.
14) UN Transition Team, Management and Accountability Framework *(Draft for Consultation, Version 18 March)*
15) RCO Staffing Plans and Budgets for 2019, Current RCO Staffing as of 15 December 2018
16) UN Regional Review, Data on Professional staff: P1 and above and NOA and above, 2019
17) UN DESA, "List of SIDS," data pulled 17 April 2019
18) UNDSS, Data on presence of UN staff by AFP, 2018. *Includes International and National staff with contracts longer than 3 months.*
19) MCO-served Resident Coordinator's Offices (self reported to MCO Review team), data on hub locations and country/territory coverage of UN AFPs, 2019

Data Sources and References

20) UN DESA, "LDC Data: Human Asset Index (HAI)," 2017

21) DESA, Country OAD expenditure, 2017. *Omits regional and global spending.*

22) UN ICAO, data on commercial flight frequency, pulled March 2019

23) Data on flight frequency, approximate travel time, cost, and number of stops was determined by collecting data from flight aggregators and regional airline websites on the most optimal flight routes (minimizing travel time) between each point A and B in a given week (2-3 weeks out from the time of data collection), data collected April 2019.

24) WBG, "World Development Indicators: Population," 2017

25) ITU, Data on ICT availability and costs, provided by ITU in April 2019