

OUTCOME XM-DAC-41146-FIJ_D_2.1

Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence and expanded economic opportunities

The intended outcome of creating and growing representative marketplace groups has been achieved, with the creation of a new market vendor association (MVA) in Kadavu, the Vunisea MVA, and the continuous growth experienced by the other 12 MVAs in Fiji, which work towards prioritizing the gender, social and economic needs of market vendors in Fiji. Across the 13 registered Market Vendors Association (MVA), women market vendors hold the presidency positions in eight of the 13 registered MVA. In the 13 registered MVA, at least 50 percent of the women market vendors are in leadership roles. The strong leadership presence of women in market vendors associations (MVAs) in Fiji is ensuring that the voice of women is heard and magnified at all levels, and that workplace barriers caused by gender biases are removed. Moreover, under their leadership, the MVAs have demonstrated good governance, transparency and increasing accountability to the vendors through effective MVA management, and by working to meet their needs. This has included opening up social and economic opportunities for market vendors to actively participate in. MVAs are demonstrating a willingness to continuously improve their provision of services to members by revising and improving their association constitutions. An important revision in constitutions is the inclusion of a provision for a minimum of 60 percent of women holding the executive roles. These constitutional reviews have demonstrated the gender-responsiveness of the marketplace environment in promoting women's leadership and participation in marketplace politics. Across the 13 registered Market Vendors Association (MVA), women market vendors hold the presidency positions in eight of the 13 registered MVA. In the 13 registered MVA, at least 50% of the women market vendors are in leadership roles. The strong leadership presence of women in market vendors associations (MVAs) in Fiji is ensuring that the voice of women is heard and magnified at all levels, and that workplace barriers caused by gender biases are removed. Moreover, under their leadership, the MVAs have demonstrated good governance, transparency and increasing accountability to the vendors through effective MVA management. This has included opening up social and economic opportunities for market vendors to actively participate. MVAs are demonstrating a willingness to continuously improve their provision of services to members by revising and improving their association constitutions. An important revision in constitutions is the inclusion of a provision for a minimum of 60% of women holding the executive roles. These constitutional reviews have demonstrated the gender-responsiveness of the marketplace environment in promoting women's leadership and participation in marketplace politics.

OUTCOME XM-DAC-41146-FIJ_D_2.2

Improved socio-economic security of urban and rural women

The work under this outcome will commence in 2023.

OUTCOME XM-DAC-41146-FIJ_D_2.3

Local governments and market management are gender responsive and

accountable to women market vendor needs

Local government and market management have demonstrated increased accountability to women market vendors through their commitment for gender responsive and inclusive processes and strategies in the marketplaces. This have included the following: continuous improvements to the policy landscapes of markets . In Fiji, this has been demonstrated through improved market by-laws and the development of Standard Operating Procedures for the Nausori Market Women's Accommodation Centre and the Nausori Market Women's Accommodation Centre. The Accommodation Centres are for rural women vendors who travel long distances and need to a place to stay overnight. Increasing accountability to vendors through the establishment of a Grievance Mechanism as an efficient and effective way of anticipating, collecting, recording, addressing and, where possible, resolving grievances. The mechanism has especially given women vendors confidence to voice their concerns over injustices in the marketplaces. Increasing gender parity by examination of management structures across the 13 markets and appointing 3 women market managers (with the aim to continue to increase the proportion); Improving information flows to enhance transparency through the establishment of channels of communications, including informal channels. These have resulted in greater clarity about marketplace operations and management. Creating systemic changes to ensure safe spaces for women vendors where they can be productive , such as the creation of sheltered space for close to 400 women in three markets. These women would otherwise be selling in the open, and along footpaths. The establishment of a solutions-oriented forum for 11 market managers and market vendors associations. This monthly meeting has been actively finding solutions to address a variety of market vendors needs and also enhance cross-market knowledge sharing. UN Women provided financial and technical support for the capacity building of local governments and market management through the Markets for Change project.

OUTCOME XM-DAC-41146-FIJ_D_2.4

Markets physical infrastructure and operating systems are improved to make them more sustainable, resilient to disaster risks and climate change, safer and more accessible

Marketplace safety is being improved through the Markets for Change project in Fiji, addressing issues such as personal safety and disaster risk resilience. Knowledge and understanding of disaster preparedness is being improved across markets as part of the implementation of Market Disaster Management Action Plans. In addition, relationship building by market management with external disaster management stakeholders, such as the National Disaster Management Office is continuing. To address barriers to gender-responsive infrastructure development, marketplace infrastructure projects are developed in consultations with women and men market vendors, including vendors with disabilities. In Fiji, close to 200 members of three Market Vendor Associations were consulted by UN Women for the design of their planned new market structures and associated accommodation centres. The perspectives and feedback from the market vendors will be a priority in the design of these structures. This has included vendor concerns around safety, security and accessibility. In 2022, two Category 5 cyclone-resistant women's accommodation centres were officially opened in Fiji. The Nausori Women's Accommodation Centre was officially opened in April 2022 and can accommodate 80 rural women vendors at a time, offering a secure location for women market vendors from several rural provinces. The newly refurbished Ba Market Women's Accommodation centre that can house 50 rural women market vendors was officially opened in August 2022. Secure and safe marketplaces allow market vendors who travel long distances to markets to stay overnight to continue selling the next day. In the case if disasters strike, such as floods and cyclones, which occur frequently in Fiji, rural women market vendors will have a safe place to stay when away from their homes. UN Women provided financial and technical support through the Markets for Change project for improving market physical infrastructure and operating systems.

Women have income security, decent work and economic autonomy

Progress is being made in enabling women market vendors to have income security, decent work and economic autonomy through the Markets for Change project. The evolving policy and gender-responsive landscape of the markets in Fiji is creating an enabling environment that promotes productive work for women market vendors in conditions of freedom, equity, security and dignity. It is also promoting women's leadership and participation in marketplace politics and well as keeping markets accessible, safe and resilient to disaster risks. Women market vendors hold the presidency positions of eight of the 13 market vendor associations (MVAs). In addition, in all the MVAs, women market vendors make up more than 50 percent of the leadership roles in the Executive Committees. The strong leadership presence of women in market vendors associations (MVAs) in Fiji is ensuring that the voice of women is heard and magnified at all levels, giving a recognised collective voice to the needs and perspectives of women market vendors, and ultimately leading to the removal of marketplace barriers caused by gender biases. Moreover, the MVAs have demonstrated good governance, transparency and increasing accountability to the vendors through effective MVA management. This has included opening up social and economic opportunities for market vendors to actively participate. This has included, for example, (i) organising and leading MVA internal strategic processes such as strategic planning, including planning for and holding full-member meetings (such as AGMs) and events (such as Market Day), with minimal support from UN Women; and (ii) supporting market vendors, especially rural vendors, to increase their access to financial services, and to improve their socio-economic status. Women market vendors in two rural maritime islands were able to open bank accounts (4.3%), open investment accounts (18%), sign up for micro-insurance (1.2%), register in apps for mobile money (6%) and use apps to promote their goods online (9.6%). In addition, more women have started to keep financial records (34.6%) and another 1% have reported increased agency over financial decision-making (confirmed by husbands). Furthermore, MVA members are building their livelihood capacities through various capacity-building initiatives. MVAs are demonstrating a willingness to continuously improve their provision of services to members by revising and improving their association constitutions, ensuring their gender responsiveness and inclusion. The revisions included the following: (i) MVAs to be inclusive, by being open to all market vendors and farmers who want to become members; (ii) all members to have the right to vote during the MVA election of its executive committee; (iii) MVAs to have a minimum of 60 percent of women holding the executive roles. In addition, municipal councils and market management lead in the development of and adherence to standard operating procedures (SOPs), government health regulations, market disaster management plans and market by-laws, thereby contributing to making markets more gender-responsive, more accessible and safer for women market vendors and more resilient to disaster risks. New communications instalments (CCTV and PA systems) are improving information flows in the marketplaces, contributing to improved vendor knowledge of marketplace regulations, and overall personal and marketplace safety and security, such as minimizing/eliminating thieving and violence against women vendors and children in the markets. UN Women provides financial and technical support to the Markets for Change project in Fiji.

Women and men in target communities demonstrate support to survivors of violence and practice balanced power in their relationships

Prevention infrastructure in Fiji, Kiribati, Vanuatu, Samoa and at the regional level was strengthened through promising changes in harmful social norms alongside strengthening of the enabling environment that condemns violence. The intended outcomes of changing attitudes to ensure more balanced power within interpersonal and intimate partner relationships was achieved. This has been achieved through: Positive changes in women and men's support to survivors and increased balanced power in relationships as

documented in Fiji through the House of Sarah (HoS) and Anglican Church in Fiji's programme, "Preventing Violence Against Women in Fiji's Faith Setting" and the Kiribati through the "Strengthening Peaceful Villages (SPV) Programme". In Kiribati, 38% of women and 46% of men assisted a woman who was being beaten by her husband or partner in the previous 12 months, which is an increase from the baseline of 24 and 27 percentage points (p.p) respectively. Similarly in Fiji, 56% of men and 73% of women have assisted a woman who was experiencing violence at home, an average increase of 38.25 p.p. The impact of developing evidence on what works to prevent VAWG in communities across the Pacific has enormous potential, with faith-based partners regionally showing interest in scaling up what works in Fiji. VAWG prevention infrastructure in Fiji was significantly strengthened with the submission to the Solicitor General's office the Fiji National Action Plan to Prevent Violence Against Women and Girls, following comprehensive consultations across the nation and intensive support to the Ministry of Women, Children and Poverty Alleviation. At the regional level, the sport sector gained significant momentum and visibility on women in sport through strategic communications campaigns on women in football at the regional Women's Nations Cup, elevation of the Pacific at the International Working Group on Women in Sport held in Auckland, New Zealand and the expansion of partners visibly speaking out on gender discrimination with UN Women, including Oceania Football Confederation and Oceania National Olympics Committees. At the regional level, faith institutions and faith organisations advanced their commitments and actions towards gender equality initiatives. Most notably, The Pacific Conference of Churches (PCC) partnered with UN Women to develop and launch a Gender Status Card for Churches. The status card is the first of its kind in the Pacific and has received international recognition by the World Council of Churches as a best practice. In fact, the World Council of Churches lauded the tool as the first of its kind globally amongst its members and networks. The status card is an action-oriented resource, developed in consultation and partnership with member churches across the Pacific and guides PCC's member churches and other faith organizations in the region on assessing, monitoring, and implementing their commitments towards creating safe churches free from GBV. UN Women played a pivotal role in achieving the aforementioned outcomes. UN Women provided substantive technical assistance in programme design, M&E, implementation of interventions and communications and advocacy. Through close, engaged mentorship and capacity-strengthening built over years of relationship development with diverse partners in the aforementioned countries, progress was realized. Despite multiple challenges including disasters, COVID-19 and changes in the political will to forward gender equality, UN Women's programme on ending violence against women and girls has been able to remain steadfast in its theory of change and approach to facilitating a more equitable Pacific for all women and girls.

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Women and Girls, especially from particular groups (with disabilities, rural, sexual and gender minorities) from target countries, who experience violence have access to quality essential services (health, social service, police and justice) to recover from violence

Despite community transmission of COVID-19 in Kiribati, Solomon Islands and Tonga, women and girls in all their diversity were able to continue to access quality gender-based violence (GBV) services from essential service providers as a result of UN Women coordinated preparedness activities developed and implemented in partnership with national women's machineries and civil society organizations (CSOs). For the first time ever, women and girls from more rural and hard to reach locations had access to survivor-centred response services, with the capacity of frontline workers built and rollout of Solomon Islands, Kiribati and Fiji service delivery systems rolled out to outer islands/provinces/divisions. In response to the volcano-tsunami-COVID crisis in Tonga, women and children received access to essential services and psychosocial support through holistic mobile services including GBV essential and non-essential through the Tonga Women and Children's Crisis Center. Within 24 hours, local responders were at the helm on conducting safety audits and providing culturally-relevant counselling and referral support to

the most at-risk women and girls. Also, UN Women significantly enhanced the Government of Tonga's capacity to respond to emergencies by strengthening existing systems and mechanisms of the national women's machinery. Moreover, GBV referral data is now kept safely and confidentially, with coordinated systems and tools in place to support this. Members of the Kiribati and Solomon Islands SafeNet/SAFENET networks now have the knowledge and skills to use the GBV administrative data system. Finally, Kiribati's Ministry of Women, Youth, Sports and Social Affairs (MWYSSA) has for the first time formally registered GBV counsellors on the national government registry for Domestic Violence (DV) Counsellors, a milestone in ensuring standardized, safe and best practice delivery of GBV counselling. Regional efforts culminated in a historic Regional Services Symposium that brought together over 100 diverse representatives from across the region to articulate and come to consensus on key recommendations to drive service delivery quality in the region. An Outcomes Document articulates key areas of focus and lays out the first regional roadmap for responding to survivors of gender-based violence. The recommendations informed the 3rd Regional Working Group on DV Legislation and are a key document to inform the Pacific Leader's Gender Equality Declaration alongside other regional frameworks.

OUTCOME XM-DAC-41146-FIJ_D_3.3

Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of VAWG and harmful practices are in place and translated into plans

The Costing of VAWG study (with a focus on Intimate Partner Violence (IPV) in Fiji, Solomon Islands, and the Republic of the Marshall Islands) was successfully completed in 2022. The research findings for Solomon Islands and the Republic of the Marshall Islands will be released publicly by the Government of Solomon Islands and UN Women in early 2023. Knowledge products have been developed out of the Study findings. These include the following Policy Briefs and Report Summaries: Republic of the Marshall Islands: Summary Report: Costing the Impact of Intimate Partner Violence and the Resources Required to Address it. Republic of the Marshall Islands Evidence Brief: Costing of the Impact of Intimate Partner Violence and the Resources Required to Address it. Solomon Islands: Summary Report: Costing the Impact of Intimate Partner Violence and the Resources Required to Address it. Solomon Islands Evidence Brief: Costing of the Impact of Intimate Partner Violence and the Resources Required to Address it. The research findings for Fiji will be released by the Government of Fiji with the launch of the Fiji National Action Plan to End VAWG, anticipated in early 2023. These knowledge products and plan will contribute towards the strengthening of evidence-based knowledge and capacities to assess gaps and draft new and or strengthen existing legislation on ending VAWG. UN Women, through the Spotlight Initiative, provided financial towards the Costing of VAWG Study. The Fiji National Action Plan to End VAWG is also resourced by UN Women through the Pacific Partnership to End VAWG.

OUTCOME XM-DAC-41146-FIJ_D_4.1

Humanitarian planning, response frameworks and programming are gender and protection inclusive and responsive (modified FPI LEAP Outcome 1)

Progress has been made in developing inclusive, protection and gender-responsive frameworks and programming for improving humanitarian planning and response for Pacific humanitarian actors. Capacity building initiatives have led humanitarian and response actors to better understand which groups are discriminated against the most, which are at risk, and where they are located. Perceptions have begun to shift slowly about meaningful inclusion and non-discrimination. This has enabled actors to develop robust frameworks and programming to better tailor their emergency support to the most vulnerable. In addition, the Pacific Humanitarian Team have also increased the integration of gender and protection in

humanitarian planning and response frameworks and programmes. Dedicated support to the Tonga Safety and Protection (S&P) Cluster has increased its capacity to respond to protection needs in a more coordinated way in the wake of the Tonga volcano crisis. Through UN Women's technical analysis and inputs in these areas, humanitarian planning and response frameworks are ensuring policy language that addresses violence and keeping people safe from harm, addresses discrimination and understanding of people's different needs, risk, and capacities, and actively addresses exclusion to as to meaningfully ensure the engagement of excluded people. UN Women provided capacity building and technical support to the above initiatives.

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Women lead preparedness for and response to natural disasters (FPI GIR Outcome 4)

Progress has been made in strengthening the capacity of organisations to lead and contribute to humanitarian preparedness and response through UN Women's regional response covering several countries in the Pacific. Women-led organizations from Fiji, Solomon Islands and Vanuatu have strengthened their knowledge and skills and are now more confident to lead in any emergency response after their meaningful participation in trainings, workshops, and meetings covering topics such as Gender in Humanitarian Action (GiHA) and Gender Based Violence in Emergency (GBViE) that were co-facilitated by UN Women and relevant Government ministries across the three countries. In 2022, UN Women expanded its reach to the Northern Pacific to support organizations in humanitarian preparedness and response work. This has resulted in organisations in Palau having increased knowledge and skills on GiHA, GBViE through a dedicated training opportunity provided to the Palau Red Cross and its partners.

OUTCOME XM-DAC-41146-FIJ_D_6.1

Global normative and policy frameworks for gender equality and women's empowerment are implemented in the Pacific

Ensuring global normative and policy frameworks for GE/WE are implemented in the Pacific is a priority for the Fiji MCO. There has been significant progress made during 2022. The Fiji MCO has coordinated with the Gender Technical Working Group - GTWG - (UN Women, UNFPA, Pacific Community, Pacific Islands Forum Secretariat, and civil society) to ensure that Pacific governments are prepared to engage substantively in the CSW and that work around CSW, the Triennial Conference for Pacific Women, the Pacific Islands Forum Women Leaders' Meeting, and other regional and global mechanisms for GE/WE are aligned. In 2022 the GTWG supported teleconferences in the lead up to CSW66 to build capacity of Member States on CSW negotiations and to raise awareness of the priority theme. Efforts were made to link the CSW66 and COP processes, which resulted in stronger collaborations between intergovernmental organizations towards both intergovernmental processes. The GTWG provided technical support towards the development of a gender and climate change policy brief ahead of the COP in Egypt. Agreed conclusions from the CSW66 were used in the development of this brief as well as in the development of a COP side event on gender and climate change. Additionally, momentum on CEDAW reporting has increased with more Pacific Islands countries. Vanuatu, Cook Islands, Marshall Islands and Federated States of Micronesia have expressed interest to commence with their delayed CEDAW reports. This was a key outcome from the Regional CEDAW learning exchange with 100 Pacific delegates from 10 Pacific Island Governments now having increased capacities and knowledge of CEDAW Reporting process including the recently adopted simplified reporting procedures. The CEDAW Learning Exchange workshop enabled Pacific Government to reflect, share and provide guidance, as well as to strengthen Pacific Island governments' capacity, for the reporting and implementation of CEDAW working towards improving the status of women and girls in the region.

Another form of support provided through normative work is support to Fiji government on Fiji Country Gender Assessment. The Ministry of Women, Children and Poverty Alleviation (MWCPA) in Fiji has successfully led ground-breaking work on developing the most up-to-date Fiji Country Gender Assessment (FCGA) which looks at over 9 thematic areas in its assessment of the progress, gaps, challenges, and recommendation for advancement of gender equality in the country. This evidence-based resource will increase the capacity of MWCPA to effectively assess progress against regional and international frameworks including SDGs, Beijing Platform for Action, CEDAW as well as the Pacific Leaders Gender Equality Declaration (PLGED).

OUTCOME XM-DAC-41146-FIJ_O_1

Enhanced co-ordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment

In 2022, coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment were enhanced as a result of the Fiji MCO's work across the UN in the Pacific. 2022 was the fifth and final year of the UN Pacific Strategy (UNPS), which had a dedicated gender outcome with gender mainstreamed throughout all other outcomes. UN Women actively engaged in the UNPS interagency architecture to ensure that gender mainstreaming in the strategy continued in practice including as co-Chair with UNFPA of the Outcome Group 2: Gender Equality (OG2). UN Women is also represented on all UNPS outcome groups and interagency groups to ensure that gender is mainstreamed across the strategy. The Fiji MCO and the OG2 with UN Women as Co-Chair, actively and strategically engaged in the development process for the Pacific UNSDCF (2023-2027). The Fiji MCO was an active member of both the UNPS Evaluation Steering Committee and the Cooperation Framework Taskforce, which provided guidance across the UNSDCF development process. With the support of a technical consultant, the Fiji MCO ensured gender mainstreaming across the 14 CCAs and Regional CMCA. Advocacy for a gender standalone outcome in the CF was strengthened as a result of strategic key messages developed by the OG2 during focus group discussions. Outputs from the focus group discussion were used in the strategic prioritization exercise in 2022 to ensure a standalone gender equality outcome in the next UNSDCF, but ultimately this was not agreed by the UNCT. Despite this setback, there was strong advocacy for the establishment of a Gender Theme Group (GTG) to be part of the UNSDCF management architecture, which was agreed by the UNCT in Q3. The GTG is Co-Chaired by UN Women and UNFPA and has membership from 12 UN agencies and the 3 RCOs. Its TOR and AWP are under development and will be finalized in early 2023. In 2022, the Fiji MCO and OG2 have supported implementation of the UNCT-SWAP Gender Equality Scorecard action plan. This comprehensive gender assessment was undertaken in 2020 and was the first time the exercise had been conducted in the Pacific using the UNCT-SWAP Scorecard methodology launched in 2018, providing key baseline data for all indicators against minimum requirements established by the UNSDG. The Interagency Team that supported the Scorecard rollout in 2020 identified 6 priority actions in the Action Plan, including gender mainstreaming in the CCA development, UNSDCF and results frameworks, as well as strengthening the Data, Monitoring and Evaluation Group. Work to address these priority actions were the focus in 2022. Additionally, the OG2 worked with the OMT and UN Communications Group to strengthen gender mainstreaming in their respective work and empower the groups to action the respective priorities in the action plan. The OG2 continued to build capacity of UN staff in the Pacific by collaborating with the Outcome Group 6: Human Rights to organize and host a virtual workshop that focused on the Human Rights Based Approach and Gender Equality to support gender and human rights mainstreaming in the UN system in the Pacific. This workshop was open to all UN staff but targeted RCO staff, including Country Coordination Specialists, and UN field-based staff who are engaged in UNSDCF planning, implementation, M&E and reporting.

OUTCOME XM-DAC-41146-FIJ_O_2

Increased engagement of partners in support of UN-Women's mandate

The Fiji MCO's engagement with its partners is continuous and growing in number and engagement. Compared to 2021, in 2022 Fiji MCO selected and engaged 12 new partners to support programme implementation at output/outcome levels in 3 priority thematic areas (WEE, EVAWG and Humanitarian). This brings to date about 170 partners engaged in various capacities across all of the MCO's programmes, including in consultations for the development of the new Fiji MCO Strategic Note (2023-2027). Engagement with stakeholders and the general public is through a number of ways including: through the Gender Theme Group consisting of over 50 members from across the Pacific region. These are CSOs, Government and development partners, including members of the UNCT in Fiji, Samoa and Micronesia. Through an integrated communications approach that aims to enhance advocacy and visibility around key events, and programmatic achievements. There were 87 media mentions of UN Women, Representative, or MCO Projects up to the end of 2022, owing to six MCO-issued press releases, engagement of the media to cover signature programme launches, 16 Days actions and other activities, including the MCO's subscription to Pacnews wire services that then also disseminates UN Women's press releases in the Pacific region. Social media saw growth across the year on these platforms: Facebook : 32,231 followers % growth over 2021. Audience profile – Men 4%; Women 66.6% Twitter – 14 086 followers or 6 % growth In addition, 20 knowledge products were produced and disseminated to partners.

OUTCOME XM-DAC-41146-FIJ_O_3

High quality of programmes through knowledge, innovation, RBM and evaluation

The Fiji MCO has developed its new Strategic Note with lines of sight to the UN Women Strategic Plan and the Pacific UN Sustainable Development Cooperation Framework (UNSDCF). The accompanying SN results framework was developed based on programmatic theories of change. The SN Results Framework results chain (activities, outputs, outcomes and impacts) has indicators as measures of success, with baselines and yearly targets. Work was undertaken to ensure all indicators have the correct baselines and relevant targets. Impact level indicators in the Fiji MCO SN include indicators for SDG 5.5.1 (women's leadership) SDG 8.3.1 (women in the informal sector) SDG 1.5.1, 11.5.1, 13.1.1 (persons affected by disasters) SDG 5.2.1 (violence against women). These alignments is allowing the Fiji MCO to have coherence in its programming and role in the greater global effort for its specific impact areas. Fiji MCO held All-staff Results and Learning Sessions, across all countries, which were used to collectively review progress against the AWP and share results and lessons learned from implementation. The initiative is achieving its aim in breaking down work/programmatic silos and fostering cross-thematic results and knowledge sharing.

OUTCOME XM-DAC-41146-FIJ_O_4

Improved management of financial and human resources in pursuit of results

As the 2022 was the year of partial recovery from the isolation caused by COVID-19 imposed restrictions for Fiji office and increased restrictions for other field offices due to COVID19 escalation in the region, the MCO maintained flexibility in ensuring the employees had enough space and time for the smooth transition from 100% working from home modality to going back to the office arrangements: the colleagues enjoyed hybrid working arrangement with no stress attitude for the overall MCO work performance remaining at a top-quality level. The MCO kept all core and critical programme positions occupied for most of the year. Though Fiji MCO Representative position was vacant for 4 months, the office ensured sufficient backstopping arrangements to ensure smooth operations and delivery of results. The human resources requirement, caused by the successful fund raising efforts was met throughout the whole reporting period, though the office faced challenges in retaining staff and personell in most of offices where Fiji MCO operates (primarily

due to staff and personnel career growth opportunities and better pay packages provided by other non UN Entities in the region). Even though MCO was able to perform all activities uninterrupted, with the high level of the delivery (above 90%). Regular all staff and operations meeting, as well as staff working meetings and retreats were held, to maintain clear, transparent communication within MCO team, to review new corporate policies and guidelines, as well as operational flows, ensuring the MCO team is on the same page and adheres to the consistent work practice, in line with the corporate requirements. Despite turbulent economic and political landscape, triggered by COVID19 escalation in most of field offices, affecting MCO operations, all programmatic activities were finalized in full agreement with initial workplan, thanks to very close support and full engagement from the side of the MCO management and programme leads.