



International Organization for Migration (IOM)
 Organisation internationale pour les migrations (OIM)
 Organización Internacional para las Migraciones (OIM)

PROJECT PERFORMANCE REVIEW REPORT

Project Title	Pacific Climate Change Migration and Human Security (PCCMHS) Programme Phase II		
Donor	New Zealand International Development Cooperation		
Project Code	NC.0102	Budget	6,534,653.47 USD
Project Start Date	01 January 2023	Project End Date	31 August 2025/28 February 2026 (NCE)
IOM Office responsible	IOM Fiji	Geographical Coverage	<i>Regional</i>
Monitoring Period	8 – 12 July 2024	Date of Report	21 August 2024
Reviewer	Cecilia McIntosh	Project Manager	Sabira Coelho

CRITERIA FOR REVIEW	ACTIONS RECOMMENDED
1. Relevance	- Prioritize further socialization of the alignment between regional (outcome 1) and national level (outcome 2) programme implementation. Government buy-in and understanding of the programme is key to maintaining its relevance in the climate mobility space. For example, at national level increase awareness on how the development of national policies and tools to respond to climate-related displacement, relocation and migration align and complement implementation of the Pacific Regional Framework on Climate Mobility (henceforth Regional Framework). - Continue to actively explore linkages with other programmes and global initiatives to identify opportunities for collaboration, as well as avoid duplication of the work.
2. Effectiveness	- Continue engagement at national level to gain momentum and allow for early identification of gaps in implementation. Increased coordination with government departments will help to ensure that the quality of the programme outputs is not compromised due to time and resource constraints. - Promote further socialization of the Regional Framework prioritizing a ‘whole of government approach’ and taking into consideration that the Government actors engaged in regional discussions may not be the same focal points for national level implementation. - Strengthen engagement of CSO, and communities. CSO and community consultation is essential to understand and address the needs of climate-affected populations.
3. Efficiency	Continue to promote regular internal information sharing using existing channels. Identify clear timelines to allow for efficient joint implementation of programme activities (who, where, when). The recent joint mission to Tuvalu as a model of collaboration.

	• Closely monitor and manage human resource risks (e.g. frequent changes to programme staff). The programme requires continuous engagement of technical staff either through complementary projects or designing activities that can be fully implemented within the project funds to ensure that programme outputs can be delivered in a timely and efficient manner. • For upcoming recruitment of technical consultants, where possible, the programme should prioritize the use of local experts or those with strong technical and contextual knowledge. This will be particularly important for the implementation of the national workplans. • For future programming, allow sufficient time to establish the programme structures at the project development stage, taking into consideration the amount of time required to complete recruitment and confirm all focal points, as well as finalize contracting arrangements between lead and implementing agencies and disburse programme funds to implementing agencies.
4. Impact and Sustainability Prospects	• Continue to build on the strengths of each implementing partner (e.g. knowledge, expertise and reach). The programme is uniquely positioned to foster greater stakeholder engagement and long-term collaboration, creating buy-in, fostering a unified and pragmatic approach to addressing climate mobility. • Continue to work closely with Pacific governments to identify practical and action-oriented interventions with the use of the Regional Framework as a guiding/anchoring document (e.g. SOPs). • Continue to actively engage in regional and global dialogues. The next COP in 2026 tentatively co-hosted by the Pacific may be a good opportunity to highlight the programmes results. • Identify champions to advocate for climate mobility and empower local level actors who are working on the ground. Engagement of local level actors is essential to bring changes at both structural and individual levels and achieve the programmes results. • Continue to prioritize strengthening monitoring and information management in preparation for the project reporting and evaluation phase. Place greater emphasis on more regular results monitoring and budget monitoring • Development of an exit strategy/ sustainability plan should be considered to mitigate risks. The programme should consider the sustainability of outputs and assess if there is institutional buy-in and capacity for implementation beyond the project lifecycle. • Prioritize resource mobilization and identification of new donors. The growth of climate mobility related programmes in the Pacific is a good context opportunity for optimization of results. • Explore opportunities for collaboration with other actors, considering the evident demand for the continuation of the programme, and the beneficial effects. • Explore opportunities to assist Pacific governments to maintain the benefits of the programme in the long run through South-South cooperation, exchange programmes, or by accessing financing through the Green Climate Fund. • Explore opportunities at the regional level to establish a mechanism to have a regular review or stock take of the Regional Framework that is integrated into an ongoing process. A regular review or stock take will assist to keep

	the Regional Framework at the top of the political agenda and support its continued prioritization.
5. Cross-cutting issues	• Continue to prioritize gender mainstreaming and ensure that gender dimensions are contextualized to the Pacific context and integrated into the implementation and monitoring of the project and the results achieved (consultative processes, M&E data and reporting exercises). • Continue to engage with human rights institutions and select ombudspersons offices, and closely monitor risks associated with the absorption capacity of human rights institutions to engage in the programme. • Explore opportunities to increase visibility actions to highlight and communicate results both internally and externally. ○ Continue to strengthen internal communication within agencies from the national, regional to the global level and ensure that this information is fed back to the Technical Team PSC. ○ Capitalize on opportunities for greater visibility of Phase II of the programme externally through traditional communications and social media outreach. Ensure that visibility products are widely distributed. ○ Consider crafting compelling impact stories to highlight meaningful change that the programme has contributed towards. • Consider recruitment of a dedicated communications officer for the programme to update and support implementation of the programme's communication strategy and workplan.

PROJECT SYNOPSIS

Context

Please list here project purposes and results, and shortly comment on project background, beneficiaries, partners, political context, previous M&E visits, if any.

Funded by the New Zealand Ministry of Foreign Affairs and Trade through the New Zealand International Development Cooperation programme the "Pacific Climate Change Migration and Human Security (PCCMHS) Programme Phase II" aims to contribute to *strengthened resilience and adaptive capacity of Pacific Islanders in the context of climate change and disasters*. The programme is jointly implemented by the International Organization for Migration (IOM), the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), the International Labour Organization (ILO), the Office for the High Commissioner for Human Rights (OHCHR), the Pacific Islands Forum Secretariat (PIFS), and the Platform on Disaster Displacement (PDD). The programme's approach aims to reduce forced migration due to climate change, while at the same time, supporting governments to manage migration as one among several effective strategies to enhance resilience to climate change. The programme's interventions are underscored by the principle that migration is a choice rather than a necessity and that those who move in the context of climate change can enjoy their human rights, regardless of status. Community agency is also central to the programme and its efforts to support communities that choose to stay and adapt in-situ in the context of climate change.

The programme supports the following outcomes:

- Governments cooperate at the (Pacific) regional and sub-regional level to manage climate mobility (outcome 1).
- Pacific Governments develop and implement national policies to address climate mobility (outcome 2), specifically in Republic of the Marshall Islands, Papua New Guinea, Tuvalu, Tonga and Palau.
- Pacific civil society actors, worker and employer organizations, and communities actively engage in national, regional and global processes to manage climate mobility (outcome 3).

The direct beneficiaries of the programme include Pacific Island governments and non-government stakeholders such as civil society actors, worker and employer organizations, national human rights institutions, potential labour migrants, as well as community members whose mobility patterns and livelihoods are exposed to climate and environmental change. The countries targeted under Phase II of the programme include Tonga, Tuvalu, the Republic of the Marshall Islands, Palau and Papua New Guinea. The programme received 6,534,653.47 USD from the New Zealand - Ministry of Foreign Affairs and Trade through the New Zealand International Development Cooperation programme to implement the PCCMHS programme from 01 January 2023 and was expected to end on 31 August 2025. However, a 6-month no-cost extension (NCE) was requested for the project to end on 28 February 2026. The NCE was approved following the PPR exercise in August 2024. The programme aims to build upon its first phase, implemented from 2019-2022, while drawing on lessons learned and experiences to address some of the related challenges to climate mobility in the Pacific. An ex-post evaluation was held for phase one in August 2023, and while the scope covered only Phase I, it identified a several recommendations that have implications on phase two of the programme.

The Project Performance Review (PPR) assessed programme implementation from January 2023- June 2024 (18 months). The PPR aimed to generate findings, conclusions and recommendations related to the progress in implementation. It serves to gather information including strengths, weaknesses and lessons learned across all implementing agencies to improve programme's ability to achieve the desired results. The PPR focused primarily on the performance of the project through The Organization for Economic Cooperation and Development - Development Assistance Committee (OECD-DAC) Criteria of relevance, effectiveness, and efficiency. Impact and sustainability are briefly analysed given that the exercise is taking place during the implementation of the programme, in line with the PPR Terms of Reference (Annex 1). The PPR also assessed cross-cutting issues such as: gender, and a Rights-Based Approach (RBA).

1. RELEVANCE

1.1 To what extent is the programme relevant? Does it still respond to the needs and priorities of Pacific Island Governments in addressing climate mobility?

Findings/comments

The programme was found to be highly relevant and responsive to the needs and priorities of Pacific Island Governments, and their efforts to plan for climate mobility. Pacific Islands Governments were consulted and involved in the programme design and throughout implementation. The programme's objective and outcomes are well aligned with the context, taking into consideration common challenges while also recognizing the diversity of the Pacific region. The recent development of national workplans alongside Pacific Island Governments has continued to ensure that the programme is responsive to government's needs and aligned with government priorities. As such, the programme outputs and activities are highly relevant and include support to Pacific Island Governments to develop policies and tools to respond to climate-related displacement, relocation and migration through strengthening their knowledge and capacity to deliver. The programme also complements other climate mobility programmes and global initiatives. An example shared during the key informant interviews (KII) was the programme's engagement in the Technical Working Group on Human Mobility which allows for the identification of opportunities for collaboration, common challenges, and avoids duplication of the work.

The programme strongly aligns with global and regional strategies, frameworks and policies on climate change, disaster risk reduction and migration including the:

- **2050 Strategy for the Blue Pacific Continent** which frames regional cooperation and broader action around the achievement of a central vision, “for a resilient Pacific Region of peace, harmony, security, social inclusion, and prosperity, which ensures all Pacific peoples can lead free, healthy, and productive lives.
- Implementation of the recommendations included in the **2017-2030 Framework for Resilient Development (FRDP)**.
- Implementation of the **Boe Declaration Action Plan**. The 2018 Boe Declaration on Regional Security reaffirms climate change as the single greatest threat to livelihoods, security, and wellbeing of Pacific peoples.
- **UN Framework Convention on Climate Change (UNFCCC)**, the Paris Agreement under the UNFCCC, and its Taskforce on Displacement.
- Ratification and implementation of the **International Convention on the Rights of Migrant Workers and their Families**, as well as relevant ILO conventions.
- **Sendai Framework on Disaster Risk Reduction** and implements the recommendations of the Task Force on Displacement, established under the UN Framework Convention on Climate Change.
- **SAMOA Pathway**, particularly paragraph 44 outlining small island developing states (SIDS) building resilience to the impacts of climate change and improving adaptive capacity through the design and implementation of climate change adaptation measures and raising awareness and communicating climate change risks.
- **Global Compact for Migration**, including Objective 1 to collect and utilize data for evidence-based policies; Objective 2 to minimize the adverse drivers and structural factors that compel people to leave their country of origin; and Objective 5 to enhance availability and flexibility of pathways for regular migration.
- **UN Sustainable Development Goals**; specifically, SDG 8 on decent work and economic growth, SDG 10 on reducing inequalities, SDG 13 on climate action, SDG 15 on life on land and SDG16 on peaceful and inclusive societies and transparent institutions.
- **UN Pacific Strategy (2018-2022)**, the programme contributed to Outcome Area 1 on climate change and Outcome 6 on human rights and will seek to inform the subsequent UN Sustainable Development Country Framework, currently under development.
- **United Nations Sustainable Development Cooperation Framework (UNSDCF) in the Pacific**. The Pacific UNSDCF vision is to “ensure that by 2027, all people in the Pacific, leaving no place behind, are equal and free to exercise their fundamental rights, enjoying gender equality and peace, resilient to the existential threats and living in harmony with the blue continent.”

1.2 As presently designed, does the intervention logic and related tools allow for effective implementation?

Findings/comments

The review found that the programme's intervention logic allows for effective implementation. The results matrix clearly articulated the programme objective and defined the necessary conditions that must be met for the objective to be achieved. The programme outcomes were specific and clearly linked to the programme objective. The short-term results (outputs) are clearly linked to the programme's outcomes. The programme has also included in country specific activities and associated workplans. The activities proposed are aligned with the needs outlined in the project logic model and clearly contribute to the delivery of the programme outputs.

Most of the programme indicators were found to be specific, measurable, achievable, realistic and time-

bound (SMART). The programme objective indicator ‘Proportion of local governments that adopt and implement local climate change and disaster risk reduction strategies in line with national climate change and disaster risk reduction strategies’ is in clear and line with SDG reporting requirements. At outcome level, indicators are clear and specific. However, at output level some indicators to capture the impact of interventions related to increased awareness, skills, knowledge, and capacity are missing. The programme has addressed this in the result matrix revision in June 2024 submitted alongside the NCE request. As part of the NCE, some adjustments were made to the programme indicators to ensure clarity. Additional indicators were added to outputs, to gather information on the impact of the programme. Some of the programme’s targets were also adjusted to ensure they can be realistically achieved within the timeframe.

Overall, the programme has utilized appropriate strategies and tools to allow for effective implementation. During the KII, implementing agencies confirmed that the workplan, budget and results matrix provide clear guidance for effective implementation. The results matrix assumptions still hold true, and the risk management plan was updated, clearly identifies the affected programme activities, the expected impact, and the way forward.

2. EFFECTIVENESS

2.1 What are the major factors influencing the achievement (both progress and delay) of the programme’s planned results (outcomes), and how does the programme adapt to these factors?

Findings/comments

The programme objective to contribute to “strengthened resilience and adaptive capacity of Pacific Islanders in the context of climate change and disasters” is the most significant goal of the programme and can only be achieved beyond the life cycle of the programme. To better understand the finding analysis on the effectiveness criteria, below are the outcome and output statements for the programme and their status in relation to the workplan:

Outcome 1 Governments cooperate at the Pacific regional and sub-regional levels to manage climate mobility

The programme is on track to achieve outcome one following the endorsement of the Pacific Regional Framework on Climate Mobility by Pacific Leaders (from 18 Pacific Island Member States) at the 52nd Pacific Island Forum in November 2023. The programme prioritized a state-led approach which resulted in gaining political support from all PICs. The endorsement of the framework marked an important milestone for the programme and created conducive environment to extend support to Pacific governments to enable staying in place as a fundamental priority and managing migration as one among several effective strategies to enhance resilience to climate change. The content of the Framework was assessed to be of a high quality and appropriately contextualized to the Pacific context with the finalized text of the Regional Framework reviewed and supported by the Forum members at Forum Subcommittee on Regional Security (FSRS) and then endorsed by the Forum Foreign Ministers. Following the endorsement of the Regional Framework, the programme aims to develop a regional implementation plan and and national level workplans to support national policies and programmes to address climate mobility While the development of national level workplans are underway, recruitment delays have impacted the timeline for the development of the regional implementation plan. Despite this, the implementing team is taking measures to ensure the result is achieved at the completion of the programme and the result is expected to be achieved further into the programme.

Output 1.1: A rights-based regional framework on climate mobility is finalized in accordance with the mandate by the Pacific Governments.	Achieved
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Output 1.2: Pacific Governments have a toolbox to strengthen awareness, understanding, coordination and response capacity to manage climate mobility	On track
Output 1.3: Pacific Governments stakeholders have increased knowledge and capacity on Pacific approaches to manage climate related mobility	On track

Outcome 2: Pacific Governments develop and implement national policies to address climate mobility

This result is expected to be achieved further into the programme. Under outcome two the programme has made some progress. Bilateral consultations were carried out with 9 countries (PNG, Palau, Tonga, Tuvalu, RMI, Vanuatu, Kiribati, Niue and Fiji) to identify the policy support required. These consultations were assessed to be effective in strengthening relationships and identifying national priorities. The programme conducted two joint missions to Tonga and Tuvalu. The recent joint mission to Tuvalu was frequently referenced by interviewees as a good model to engage with Pacific Governments in future. At the time of the PPR, country level workplans have been developed for all selected countries to support the type of policy development support required (Mainstreaming or standalone policy.) The programme ensured that the process for developing the country level workplans was State led. During the KII, Government stakeholders emphasized their support and prioritization of the programme activities outlined in the country-level workplans. However, it is worth noting that several of the government stakeholders involved in national level implementation of programme activities under outcome 2, differ from those who were involved in the endorsement of the regional framework under outcome 1 and therefore cited the need for further socialization of the framework across government agencies.

Output 2.1: Pacific Governments have tools (draft policies and mainstreaming guide) to support the governance of climate mobility	On track
Output 2.2: Research and data on climate mobility, including human rights aspects is made accessible to government representatives and other stakeholders	Delayed
Output 2.3: State officials (national and sub-national levels) including national human rights institutions have increased skills and knowledge to manage climate mobility	Delayed*
Output 2.4: Pacific Governments have strengthened capacity to promote and protect the rights of workers and migrants	On track

* The sequencing of Output 2.2 and 2.3 was adjusted in the national level workplans to come after the programme drafted policies under 2.1. The programme has since corrected the sequencing and therefore Output 2.3 is delayed in that context.

Outcome 3: Pacific civil society actors, worker and employer organizations, and communities actively engage in national, regional and global processes to manage climate mobility

This result is expected to be achieved further into the programme. Some progress has been made towards Outcome 3 through initial consultations and meetings with Pacific Workers' Organizations (WOs) and Employer and Business Membership Organizations (EBMOs). The programmes engagement with workers' and employers' organizations, as well as research on the impact of labour migration is on track to be completed within the programme period. However, engagement with community leaders, and civil society actors/affected migrant populations has been delayed. A related workshop with governments, civil society and human rights defenders was also organized to clarify and communicate about key

concepts of migrant worker rights under funding from the Government of Sweden. During the KII, it was underscored by many stakeholders that increased emphasis and prioritization of civil society engagement and engagements with migrants who are affected by climate-related mobility in national, regional and global processes to manage climate mobility will be essential to achieve this outcome within the programme period.

Output 3.1: Community leaders have increased information and knowledge related to voluntary and involuntary migration, including planned relocation in line with international law and standards (linked to output 1.3 and 2.3)	Delayed*
Output 3.2: Civil society actors/affected migrant populations have increased capacity to address climate mobility and advocate for human rights-based governmental responses.	Delayed
Output 3.3: Workers' and employers' organizations in the Pacific and key destination states are equipped to promote safe and fair labour mobility	On track

* The sequencing of Output 2.2 and 2.3 was adjusted in the national level workplans to come after the programme drafted policies under Output 2.1. The programme has since corrected the sequencing and therefore Output 3.2 is delayed in that context given its links to Output 2.3.

2.2 As presently implemented what is the likelihood of the project objective and outcomes to be reached/achieved?

Findings/comments

Following the review of the project outputs and indicators against the original programme workplan, it is evident that some of programme's planned results have been delayed due to several factors including late disbursement of funds, staff turnover, and recruitment delays. However, the programme is taking appropriate measures to ensure the expected results are delivered. The programme revised the original workplan, requested for a NCE and at the time of the PPR several Terms of Reference (ToR) had been developed to fill recruitment needs. The NCE is expected to accommodate for the delay experienced in the initial year of programme implementation, which was the result of longer than anticipated contracting period between the lead and implementing partners as well as delays in terms of staff recruitment. Furthermore, it also accounts for the adjusted delivery schedule under outcome 2 focusing on national level implementation, which Member States are now prioritizing following the endorsement of the Pacific Regional Framework on Climate Mobility in November 2023.

During the KII, implementing partners were confident that while some delays have been experienced, the programme objective and outcomes will be reached/achieved within the NCE period. It was emphasized during the KII, that the programme's inclusive and consultative approach to identify needs has been and will continue to be critical to ensuring its success which is contingent on continued buy-in and support from Pacific Island governments. It is recognized that continued efforts will be needed to ensure engagement and commitment, taking into consideration different capacities of Pacific Island Governments and to secure the engagement of civil society organizations (CSOs) and communities.

2.3 How has the programme managed risks?

Findings/comments

The programme implementing partners are managing and monitoring several risks, that take into

consideration both internal/external factors including political changes, high staff turnover, capacities of national institutions and local actors, safety and security concerns, as well as environmental disasters. A risk management framework is being utilized to monitor risks to programme implementation. At the time of the PPR, the Technical Team had recently reviewed the risk management framework. The KII suggested that the results monitoring framework is updated on a needs basis. The programme plans to monitor the results matrix on a quarterly basis moving forward.

The highest risk identified by the programme was a 'lack of adequate coordination across the region, and high project staff turnover, impacts on smooth implementation.' The programme has taken measures to manage this risk well through the establishment of Project Steering Committee (PSC) and regular engagement with Pacific Island Governments. However, key informants emphasized that promoting a 'whole of government approach' will be critical to support knowledge management and communications to ensure spread of information.

Other risks identified by the programme are that the regional framework commitments are not implemented regionally, or nationally, due to lack of prioritization and visibility in the face of competing priorities, and that the commitments are not implemented or are no longer appropriate to the context due to drastic change of government/policy in beneficiary countries, including political instability. To mitigate risks, the programme implementing partners have underscored the importance of improving dissemination and visibility of the programme, being flexible to adapt to different contexts and engaging a wide range of stakeholders. The programme should also consider developing an exit strategy/sustainability plan.

2.4 Does the project presently respond to the needs of the target groups and does the project work effectively with all relevant stakeholders?

Findings/comments

Stakeholders interviewed agreed that the programme partially responded to the needs of the target groups, and that there was a high level of satisfaction among all the relevant stakeholders with regards to how the programme works effectively with all relevant stakeholders. During the KII with Pacific governments, it was emphasized that the main strengths of the programme was identified in its ability to bring government actors together including through the PSC. The recent joint mission to Tuvalu was frequently cited as a model for future engagement at national level. A limited number of beneficiary stakeholders from CSOs, and communities have been engaged at this stage of programme implementation. Consequently, these beneficiary groups, as well as Pacific WOs and EBMOs, and human rights defenders were not interviewed as part of the review process. The assessment of the ownership of the programme from all interest groups has therefore been limited at this stage.

2.5 What system and tools exist for monitoring implementation of the programme? What challenges have been experienced in ongoing monitoring of the programme implementation and what improvements could be made?

Findings/comments

The programme has systems and tools in place for monitoring the implementation of the programme. Monitoring of the programme is primarily carried out by the IOM Programme Manager and IOM Programme Specialists. The completion of outputs is currently tracked in the monitoring framework. The results matrix is reviewed regularly for possible adjustments, most recently as part of the NCE request. As part of the NCE request, the programme's monitoring and evaluation framework was updated, with further clarification on the definition, timeframe, responsible entity and monitoring tools. The programme has established the effective governance and coordination mechanisms that contribute to improved monitoring of the programme namely the PSC and the Technical Team. Heads of Agency meetings are also organized to allow the programme team to effectively share information on the progress of activities in

the implementing countries. The programme has developed several monitoring tools and has established a SharePoint and Microsoft Teams channel to improve information management. During the PPR, no significant challenges to monitoring of the programme were cited. However, it was noted that monitoring of the programme could become more challenging once national level activities commence.

3. EFFICIENCY

3.1 How well is the availability/usage of means/inputs managed?

Findings/comments

The programme budget is the primary financial tool utilized for programme implementation. Each agency individually monitors their budget. For example, IOM does budget monitoring on a monthly_ basis. However, budget monitoring is not regularly discussed at technical team meetings. The interviews with programme and resource management unit, underscored that financial procedures and procurement rules and standards have been followed. The programme respected reporting requirements, and the quality of reporting exercises is of a high standard.

The review found that the programme experienced delays related to both internal and external factors including the late disbursement of funds to non-UN agency implementing partners, and the recruitment of programme staff. As a result of delays, the programme requested a 6-month NCE in June 2024 to ensure that the remaining activities can be delivered. Proposed changes in the NCE include the extension of project staff and office costs to cover the duration of the extended project, changes in staffing grading/composition. The programme's operational budget has been revised to align with the national level workplans endorsed by the PSC in May 2024.

Implementing partners have indicated that the funding allocated for human resources and activities is sufficient to cover the programme's current scale and scope, however resource mobilization will continue to scale up the programme activities. No significant challenges have been reported at this stage of implementation. However, the implementing partners should continue to closely monitor spending to ensure the full usage of funds.

3.2 How is the contribution and involvement of implementing partners working? Was there coordination with other institutions to support the programme's ability to achieve its results in an efficient manner?

Findings/comments

The review found that the contribution and involvement of implementing partners is working well. The programme demonstrated strong coordination and collaboration with implementing partners. Given that the programme has five implementing partners; national level implementation across five countries; and regional level engagement, a well-coordinated, functional technical team and flowing communication and transparency across all areas is essential. During KII, it was therefore emphasized that strong coordination and collaboration should be prioritized particularly if there are going to be any changes to programme management. It was noted during several interviews that under Phase I of the programme the change in coordination approach had negative implications on the programme implementation.

Some challenges were cited related to the implementation of joint activities and the design of programme activities that are dependent on one another to move forward. Despite this, implementing partners largely agreed that the programme established efficient collaboration and coordination mechanisms. This is evident through the programme's governance structures, review processes and the joint missions to implementing countries. There was also a consensus among the implementing partners and government stakeholders to continue to utilize the model of joint missions for national level

implementation.

Majority of stakeholders are satisfied with the management from Suva, Fiji which is a key location for stakeholder coordination however, it was noted that for national level implementation remote management of the programme may be a challenge, with the dependence on a limited number of national staff in country. To ensure efficiency, it was also noted by interviewees that the identification of the right technical consultants to take forward national-level interventions will be critical, prioritizing those who are local or have experience working in the region.

4. IMPACT AND SUSTAINABILITY PROSPECTS

4.1 What are the direct impact(s) prospects (if any) from the project?

Findings/comments

While it is too soon to assess the overall impact of the programme, the programme's interventions thus far have generated some noteworthy changes and impacts to be highlighted. At the outcome level, the endorsement of the Pacific Regional Framework on Climate Mobility by Pacific Leaders has generated stronger visibility and improved understanding of climate mobility in regional level dialogues. Moving forward, interviewees emphasized that it will be important that this visibility also translates to national level implementation and engagement with CSOs, workers and employers' organizations and communities.

It is evident that the programme has built a strong partnership and established significant trust between the implementing agencies and Pacific governments. The key informant interviews underscored the strong relationship that the programme management has established with programme beneficiaries that has garnered significant trust. However, it was also emphasized that regional level engagement and relationships established in Fiji will need to be strengthened at the national level. During the KII with the implementing partners emphasized the importance of sensitively managing the programme. Continued engagement with beneficiaries was identified as paramount to ensure that the programme can be implemented efficiently within the NCE period.

While it's too early to determine the projects contribution to the enhanced management and policy development of outbound migration, the programme through its engagement with Pacific governments has established a strong foundation to improve regional coordination, as well as national capacities and policies to address climate mobility. However, it is unclear at this stage if the programme will have an impact at the community level. Thus far, no negative effects have been reported.

4.2 Financial and operational viability guaranteeing sustainability?

Findings/comments

At present there is limited evidence of resources among implementing partners to continue to deliver project benefits. The consensus from key informants is that the programme should continue (across all outcome levels). There is evidence of strategies to build ownership being identified through the survey organized by the PCCMHS technical team. Discussions have started to take place on resource mobilization and identifying other donors and funding mechanisms such as the Global Compact for Migration Multi-Partner Trust Fund. There is evidence of ownership and buy in from governments, as well as acknowledgement of government departments' different absorption capacities and varying financial resources. There is evidence of some follow up projects/mechanisms including the recent approval of the complementary United Nations Trust Fund for Human Security project, and the development of a Migration Policy in RMI.

4.3 What recommendations can be made for the sustainability strategy of the programme?

Findings/comments
The growth of climate mobility related programmes in Pacific is a good context opportunity for the optimization of the programme results. The endorsement of the Regional Framework is a significant step towards achieving sustainability. Building upon the momentum of its endorsement will be critical moving forward. The programme should prioritize resource mobilization and the identification of new donors. The programme should explore opportunities for collaboration with other actors, considering the evident demand for the continuation of the programme, and the beneficial effects. The programme should explore opportunities to assist Pacific governments to maintain the benefits of the programme in the long run through South-South cooperation, exchange programmes, or by accessing financing through the Green Climate Fund. Furthermore, at regional level the programme should explore opportunities to establish a mechanism to have a regular review or stock take of the Regional Framework that is integrated into ongoing process. A regular review or stock take will assist to keep the Regional Framework at the top of the political agenda and its continued prioritization.
5. CROSS-CUTTING ISSUES <i>Please determine which of these are relevant to the project being monitored.</i>
5.1 How were gender and human rights aspects considered during the programme design, implementation and monitoring?
Findings/comments
Gender was considered in the design of the project. The project document clearly articulated gender considerations. Project methodology was gender sensitive and allows for women and other marginalized groups to participate fairly in all activities. At this stage of implementation, women and vulnerable groups have been under-represented. However, this is expected to change once implementation of national activities is undertaken. It is evident that the programme has made efforts to ensure equal representation by men and women at the different levels of project management and technical assistance delivery. The IOM team in Fiji has 2 male and 2 female staff working on the programme, and across the partners in the technical team there are 4 females and 4 males. However, it is acknowledged that, more men than women were identified as key informants to participate in the PPR particularly among IOM country office focal points. There is a strong level of integration of a rights-based approach within the project design with the objective of the programme to protect and promote the human rights of Pacific Islanders in the context of climate change and disasters. The integration of a right-based approach is expected to be carried forward into implementation and monitoring of the project and the results achieved. At this stage of implementation, the engagement of national human rights institutions has been limited. The NCE is expected to allow for more sustained engagement with national human rights institutions on advocacy for and protection of human rights-based approach to climate mobility including planned relocation, migration and displacement. However, some concerns have been raised regarding their absorption capacity given the limited number of national human rights institutions present in the region. This has been identified by the programme implementing partners as a risk to programme implementation. Key informants have advised that steps will be taken to minimize this risk, including engaging with ombudspersons offices in countries where there are no national human rights institutions to assess their capacity to engage substantively.
5.4 Have the communication and visibility actions been implemented in an appropriate manner?
Findings/comments
During the KII, communication was identified as one of the most important tools for the programme to

achieve its intended results. Stakeholders agreed that communication and visibility actions have been implemented in an appropriate manner in line with both donor and institutional visibility guidelines. The programme has a communications strategy and communications workplan that is updated on a quarterly basis. The programme also engaged in several side events and took opportunities to raise visibility. Examples of this include at the United Nations Climate Change Conference (COP28) and the Pacific Resilience Meeting. However, limited communication products have been developed as part of the programme. The PCCMHS Phase II information sheet was assessed to be of a high quality. However, at the time of the PPR it was yet to be widely shared. Social media has also been utilized by the programme implementing partners. While the programme has a communication focal point but no dedicated Communication Officer for the programme which has impacted the frequency of delivery and development of communication products such as human interest and impact stories, as well as posts on social media. This however is expected to increase with national level implementation.

One of the primary communication gaps identified by key informants was the further socialization of the framework at national level and ensuring that the right actors are engaged across government departments, at community level, among CSOs, and with Pacific WOs and EBMOs, and human rights institutions. Key informants emphasized the importance of building momentum at national level following the endorsement of the framework. At global and regional level, there is evidence of increased visibility of the programme. The programme has been highlighted in several global and regional dialogues. For example, the side event organized at the 28th Conference of the Parties to the UN Framework Convention on Climate Change (COP 28). However, key informants indicated that global visibility has primarily focused on the endorsement of the framework with limited emphasis on next steps and how it will translate to national level.

OVERALL CONCLUSIONS

- The programme was found to be highly relevant and responsive to the needs and priorities of Pacific Island Governments to plan for climate mobility.
- The programme results matrix was logically structured for effective implementation. The programme outcomes were specific and clearly linked to the programme objective. The short-term results (outputs) were well defined and linked to the programme's outcomes. Activities have also been clearly articulated contributing to output delivery. The programme indicators were found to be specific, measurable, achievable, realistic and time bound. The programme took appropriate measures to revise and add additional indicators in the recent NCE request to the donor.
- The programme builds on PCCMHS Phase I drawing on lessons learned and experiences to address some of the related challenges to climate mobility in the Pacific. The programme has secured buy-in and support from Pacific Island governments and been effective in contributing towards increased regional dialogue on climate mobility.
- Some of the programme's planned results have been delayed due to the longer than anticipated contracting period between the lead and implementing partners as well as delays to staff recruitment including unexpected turnovers. However, the programme took appropriate measures to ensure that the expected results will be delivered. The programme revised its workplan to ensure that there is sufficient time to finalize national and community consultations, provide adequate capacity building and community awareness.
- The programme followed financial procedures and procurement rules and standards. The programme respected reporting requirements, and the quality of reporting exercises is of a high standard.
- The programme's resources are adequate for implementation. However, contractual challenges resulting in the late disbursement of funds to programme implementing partners and delayed recruitment caused delayed implementation. Proposed changes to the programme have been outlined in the NCE request. These changes include the extension of project staff and office costs to

cover the duration of the extended project, changes in staffing grading/composition, changes to operational costs to align with the national level workplans endorsed by the PSC in May 2024.

- Overall, the internal coordination of the programme implementing partners is working well. The programme management has established clear governance structures and review processes. The management of the programme from Suva, Fiji is working well. However, key informants indicated that national level implementation will require continuous engagement particularly in countries where there is limited presence of implementing partners.
- The programme is taking appropriate measures to ensure the expected results are delivered and has revised the original workplan. Majority of stakeholders are confident that while some delays have been experienced, with the continued buy-in and support from Pacific Island governments the programme objective and outcomes will be reached/achieved.
- The programme is taking appropriate steps to manage and monitor risks. A risk management framework is in place to ensure that the programme can achieve its intended results, in line with the revised programme workplan and NCE request. The programme also demonstrated strong evidence of systems and tools for monitoring implementation of the programme.
- The programme's interventions have generated some noteworthy changes and impacts to be highlighted. At the outcome level, the endorsement of the Pacific Regional Framework on Climate Mobility by Pacific Leaders has generated stronger visibility and improved understanding of climate mobility at regional level. Translating this to national level implementation including engagement with CSOs and communities will be essential for the programme to have the desired impact and to achieve its objective.
- While there is limited evidence of resources among implementing partners to continue to deliver project benefits, there is evidence of strategies to build ownership and explore additional avenues for resource mobilization. Discussions have been initiated in the technical team and with the Heads of Agencies.
- Gender was considered in the design and implementation of the project. The project document clearly articulated gender considerations. The project methodology was gender sensitive and allows for women and other marginalized groups to participate fairly. However, at this stage of implementation, women and vulnerable groups have been under-represented. This is expected to change once implementation of national activities is undertaken.
- A rights-based approach was integrated within the project design. The objective of the programme directly contributes to the protection and promotion of the human rights of Pacific Islanders in the context of climate change and disasters. However, at this stage of implementation, engagement of national human rights institutions has been limited and some concerns have been raised regarding their absorption capacity.

RECOMMENDATIONS

Relevance

- Prioritize further socialization of the alignment between regional (outcome 1) and national level (outcome 2) programme implementation. Government buy-in and understanding of the programme is key to maintaining its relevance in the climate mobility space. For example, at national level increase awareness on how the development of national policies and tools to respond to climate-related displacement, relocation and migration align and complement implementation of the Pacific Regional Framework on Climate Mobility (henceforth Regional Framework).
- Continue to actively explore linkages with other programmes and global initiatives to identify opportunities for collaboration, as well as avoid duplication of the work.

Effectiveness

- Continue engagement at national level to gain momentum and allow for early identification of gaps in implementation. Increased coordination with government departments will help to ensure that the quality of the programme outputs is not compromised due to time and resource constraints.
- Promote further socialization of the Regional Framework prioritizing a 'whole of government approach' and taking into consideration that the Government actors engaged in regional discussion may not be the same focal points for national level implementation.

Strengthen engagement of CSO, and communities. CSO and community consultation is essential to understand and address the needs of climate-affected populations. **Efficiency**

- Continue to promote regular internal information sharing using existing channels. Identify clear timelines to allow for efficient joint implementation of programme activities (who, where, when). The recent joint mission to Tuvalu as a model of collaboration.
- Strengthen results and budget monitoring. Regularly review the results monitoring framework.
- Closely monitor and manage human resource risks (e.g. frequent changes to programme staff). The programme requires continuous engagement of technical staff either through complementary projects (co-funding) or designing activities that can be fully implemented within the project funds to ensure that programme outputs can be delivered in a timely and efficient manner.
- For upcoming recruitment of technical consultants, where possible, the programme should prioritize the use of local experts or those with strong technical and contextual knowledge. This will be particularly important for the implementation of the national workplans.

For future programming, allow sufficient time to establish the programme structures at the project development stage, taking into consideration the amount of time required to complete recruitment and confirm all focal points, as well as finalize contracting arrangements between lead and implementing agencies and disburse programme funds to implementing agencies. **Impact**

- Continue to build on the strengths of each implementing partner (e.g. knowledge, expertise and reach). The programme is uniquely positioned to foster greater stakeholder engagement and long-term collaboration, creating buy-in, fostering a unified and pragmatic approach to addressing climate mobility.
- Continue to work closely with Pacific governments to identify practical and action-oriented interventions with the use of the framework as a guiding/anchoring document (e.g. SOPs).
- Continue to actively engage in regional and global dialogues. The next COP in 2026 tentatively co-hosted by the Pacific may be a good opportunity to highlight the programmes results.
- Identify champions to advocate for climate mobility and empower local level actors who are working on the ground. Engagement of local level actors is essential to bring changes at both structural and individual levels and achieve the programmes results.
- Continue to prioritize strengthening monitoring and information management in preparation for the project reporting and evaluation phase. Place greater emphasis on more regular results monitoring and budget monitoring

Sustainability

- Development of an exit strategy/ sustainability plan should be considered to mitigate risks. The programme should consider the sustainability of outputs and assess if there is institutional buy-in and capacity for implementation beyond the project lifecycle.
- Prioritize resource mobilization and identification of new donors. The growth of climate mobility related programmes in the Pacific is a good context opportunity for optimization of results.
- Explore opportunities for collaboration with other actors, considering the evident demand for the continuation of the programme, and the beneficial effects.
- Explore opportunities to assist Pacific governments to maintain the benefits of the programme in the long run through South-South cooperation, exchange programmes, or by accessing financing

through the Green Climate Fund.

- Explore opportunities at the regional level to establish a mechanism to have a regular review or stock take of the Regional Framework that is integrated into an ongoing process. A regular review or stock take will assist to keep the Regional Framework at the top of the political agenda and its continued prioritization.

Gender

- Continue to prioritize gender mainstreaming and ensure that gender dimensions are contextualized to the Pacific context and integrated into the implementation and monitoring of the project and the results achieved (consultative processes, M&E data and reporting exercises).

Human Rights

- Continue to engage with human rights institutions and select ombudspersons offices, and closely monitor risks associated with the absorption capacity of human rights institutions to engage in the programme.

Communication

- Explore opportunities to increase visibility actions to highlight and communicate results both internally and externally.
 - Continue to strengthen internal communication within agencies from the national, regional to the global level and ensure that this information is fed back to the technical team and PSC.
 - Capitalize on opportunities for greater visibility of Phase II of the programme externally through traditional communications and social media outreach. Ensure that visibility products are widely distributed.
 - Consider crafting compelling impact stories to highlight meaningful change that the programme has contributed towards.
- Consider recruitment of a dedicated communications officer for the programme to update and support implementation of the programme's communication strategy and workplan

Annex: Sources of Information

Persons Interviewed

No.	Title	Name	Gender
1	IOM Chief of Mission	Solomon Kantha	M
2	IOM Programme Manager	Sabira Coelho	F
3	IOM Programme Specialist - Migration and Climate	Naushad Yakub	M
4	IOM Programme Specialist - Migration and Climate	Lepani Penijamini	M
5	IOM Programme Specialist - Migration and Climate	Sanjeshni Kissun	F
6	IOM Finance Assistant	Abinesh Lal	M
7	IOM Programme Officer	Saamu Tui	M
8	IOM Project Officer	Sione Fifita	M
9	IOM RMI Head of Office	Angela Saunders	F
10	IOM Palau Head of Office	Yohan SENARATH	M
11	IOM FSM Chief of Mission	Salvatore Sortino	M
12	IOM RTS	Chris Ritcher	M
13	ESCAP	Nobuko Kajiura	F
14	ESCAP	Peter Emberson	M
15	ESCAP	Aminiasi Qareqare	M
16	ILO	Angelica Neville	F
17	ILO	Mahanam Mithun	M
18	OHCHR	Dipak Shresha	M
19	OHCHR	Heike Alefsen	F
20	PIFS	Teea Tira	F
21	PIFS	Karlos Lee Moresi	M
22	PIFS	Ledua Vakaloloma	M

23	PDD	Atle Solberg	M
24	New Zealand Climate Change and Environment - Delivery	Sarah Maccana	F
25	New Zealand Senior Adviser, Climate Change	Michelle Sheriff	F
26	Department of Climate Change (Tuvalu)	Jamie Ovia	M
27	Climate Change Department (Palau)	Micki Etpison	F
28	Ministry of Lands, Survey, Planning & Natural Resources (Tonga)	Taaniela Kula	M
29	Papua New Guinea Climate Change and Development Authority	Iki Peter	M
Respondents	Female	Male	Total
Programme Partners	7	16	23
Government	1	3	4
Donors	2	0	2
Total	10	19	29
List of all Documents Analysed			
Project Documents (Narrative and budget in donor and IOM format)			
Reprogramming and budget revision request			
Donor agreements			
Monitoring tools (Risk and results monitoring, activity monitoring plan and framework)			
Project related documents (communications workplan, project products, meeting notes and Technical Advisory Committee and Programme Steering Committee meeting minutes)			
Annual report, annexes and financial statements			