

Empowered lives.  
Resilient nations.**SUPPLEMENT TO: PROJECT DOCUMENT****UNDP Pacific Office - Fiji**

**Project Title:** Rights, Empowerment and Cohesion for Rural and Urban Fijians Project (REACH)

**Project Number:** ATLAS Award ID: 00083209; Project Output ID: 00095482

**Implementing Partner:** United Nations Development Programme (Direct Implementation)

**Start Date:** 1 June 2015      **End Date:** 31 December 2018      **PAC Meeting date:** 9 June 2015

**Reason for the Supplement to the Project Document:**

In accordance with the agreement reached by the REACH Project Board during the 18 December 2015 Project Board Meeting, it was decided that a supplement be developed to the signed REACH Project Document, for incorporating additional requirements under newly introduced UNDP Quality Assurance Processes including determining the strategy, explaining the Theory of Change, and further expounding upon the gender empowerment related components of this project.

Also the supplement would reflect other decisions made during the Project Board meetings as follows, with the fuller discussion detailed in the relevant Project Board Meeting Minutes. During the 18 December 2015 Project Board Meeting, it was agreed to refine the focus of the REACH Project to delete Activity Result 1.5. Academic Law Clinics & Community Legal Centres as the Fiji Government had no intentions to operate Community Legal Centres, and also delete Activity Result 1.6 training for Judicial Officers and Judges on special issues as such training was to be covered by other new large projects being developed by UNDP with the relevant stakeholders. The funds from Activity Results 1.5 and 1.6 to be reallocated to Activity Result 1.1.4 vehicles and equipment, 1.2.2 awareness materials, 1.3.2 technical support to Ministry of Women, Children and Poverty Alleviation, and 1.4.2 technical support workshops for Legal Aid Commission.

Furthermore, following the 28 March 2017 Project Board Meeting, it was agreed to further refine the focus of the REACH Project, to delete Activity Result 2.1 Research and Analysis on Access to Justice because extensive research in this area was being funded by the European Union through the Fiji Access to Justice Project and also through the Fiji Women's Rights Movement. Also to delete Activity Result 2.2 Local Governance Policy Research as this would take the project into areas with a vastly different range of government stakeholders. The replacement Activity Result 2.1 would be for Development of concepts of innovative awareness raising, service delivery and data collection models and Activity Result 2.2 Implement a pilot of the selected innovative service delivery models.

Also at the 28 March 2017 Project Board Meeting it was agreed to extend the duration of the REACH Project by six months until 31 December 2018.

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## I. DEVELOPMENT CHALLENGE

Provided in the signed and approved Project Document.

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## II. STRATEGY

The signed and approved Project Document includes a short strategy section, and in this Supplement this is expanded as below based on information provided as part of the proposal for funding combined with stakeholder discussions.

The REACH Project will address the Development Challenge identified in Section I through a strategy founded upon the 'Theory of Change'.<sup>1</sup> A Theory of Change is essentially an articulation of how and why a given intervention will lead to a specific change, providing clarity by making underlying intentions and assumptions explicit, and helping to develop a common understanding of how this development intervention will yield targeted outcomes of the project. A Theory of Change brings focus and provides more insights into who and what is necessary to bring about envisioned change. Through envisaging 'change pathways' to inform planning with evidence of what has worked based on available knowledge, a Theory of Change promotes the overall effectiveness of the initiative, and helps consider longer term changes, even longer than the project duration, to embed sustainability within the project.

The beginning of the design for the REACH Project was undertaken in the wider national context of adoption of a new Constitution of Fiji in 2013, democratic elections in 2014, and then the reestablishment of Parliament of Fiji, when all key stakeholders engaged in discussions, research and analysis on potential areas of support for reform in Fiji. In keeping with the wider objectives for furthering inclusive and dynamic development in Fiji, Japan's development cooperation support aims at improving the fundamental systems needed by a state as well as systems for effectively providing public services based on the needs of people, and at fostering the institutions and human resources needed to manage those systems appropriately. During the inception phase of Project REACH from June to December 2015, the results of the pilot undertaken in Vanua Levu, Fiji also identified improvement of service delivery in remote communities, especially for vulnerable groups such as women and youth, as the important area in need of addressing through the project's activities. UNDP, through the financial support of Japan, has already been supporting Fiji in the political transition process through the Fiji Parliament Project being implemented by UNDP's Pacific Office. This project has been a key pillar of support for the reestablishment of the Parliament of Fiji through revision of the legal framework, professional development of staff, capacity development of newly elected Members of Parliament, and procurement of essential ICT equipment.

Support to inclusive and effective democratic governance and the promotion of peace and social cohesion is at the core of UNDP's work, and is one of the key pillars of its Strategic Plan 2014-17. This has been reflected through a long term track-record of supporting Fiji through both country-level and regional governance programmes in the areas of parliamentary development support, civic education, local governance, gender equality, youth leadership and so on. The 2014 elections and the 2013 Constitution of Fiji provide new opportunities as well as challenges for the Fiji Government in providing services in an equitable and fair manner, protecting and promoting the fundamental rights of the people of Fiji, and strengthening participation and accountability at central and local levels. Therefore, UNDP is well-placed to provide support in all these areas to Fiji.

The project adopts an overall holistic approach taking into account important national legislative measures, as it responds both to the Fiji National Gender Policy and the Green Growth Framework for Fiji. Its focus is upon balance and sustainability in development, whilst promoting a

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<sup>1</sup> UNDP, A Guide to the Application of Theories of Change to UNDP Programmes and Projects, 2016.

pro-poor, pro-women and youth-focused strategy. UNDP, as part of the wider UN system, has assisted Fiji to align its development strategies with global and regional development goals, including through the SAMOA Pathway Outcome Document, following the Third International Conference on Small Island Developing States held in 2014. The global UN Sustainable Development Goals (SDGs), to be implemented between 2015 to 2030, have been endorsed by the Fiji Government providing further impetus to achieve the global development objectives. In particular, SDG 5 on Gender Equality and SDG 16 on Peace, Justice and Strong Institutions are particularly relevant in relation to the REACH Project, which seeks to support the achievement of these goals.

On this basis, and with the strategy for the entry points to address the already determined Development Challenge, the next stage of the more detailed Project Design was undertaken by UNDP in conjunction with concerned key stakeholders, further ensuring strong national ownership and engagement with targeted groups that will be impacted by the project. The project's specific outcome is: "Regional, national, local and traditional governance systems strengthened and exercised through the principles of good governance, respect and upholding of universal human rights, with an emphasis on women's rights, in line with international standards." In order to realise the project's stipulated outputs and objectives, it has operated within an established coordination structure amongst concerned government agencies, with data collected and the results shared. The REACH Project coordinated, and established, a mobile team comprising of the Ministry of Women, Children and Poverty Alleviation, Legal Aid Commission, and the designated UNDP Pacific Office project staff. The team proactively involved other local key stakeholders; including Commissioners of Divisions in Fiji, Provincial Administrators, and associated Divisional Officers, to accompany the mobile service delivery initiatives across Fiji. The project employs the following two approaches for meeting its aims:

- Support the Government of Fiji and other key democratic governance and human rights institutions in improving service delivery to women, youth and minorities and people in rural and urban informal settlements communities in the areas of justice, rule of law and human rights.
- Support research and analysis for evidence-based policy making.

During the period of 14 September 2015 to 9 December 2015, insights on particular needs of the impoverished and vulnerable groups in targeted remote locations of Fiji were obtained during REACH outreach activities involving awareness-raising and service delivery initiatives. This was conducted over 17 days involving 48 villages and settlements, reaching 1,127 people (Women: 464; Men: 507; Children: 169) throughout 10 districts in the Northern Division. It is also important to mention that on 1 and 2 December 2015, a workshop was conducted on lessons learnt from pilot mobile services conducted in Labasa, with the participation of 27 people (Women: 17; Men: 10) where 93% of the workshop participants fully agreed or agreed to some extent that they had achieved the workshop's aims to share and consolidate lessons learnt from pilot mobile services. In addition, 89% agreed fully or to some extent that they had increased their awareness and knowledge on how to end sexual and gender-based violence. Insights on the particular institutional capacity needs of the Legal Aid Commission were obtained through a two-day workshop with the participation of 11 people (Women: 6; Men: 5) from 15-16 December 2015, and importantly resulted in the development of the draft Legal Aid Commission Strategic Plan 2016 to 2020. In this relation, 100 % of the workshop participants reported achievement of the workshop's stipulated aims to better understand key elements of international legal aid best practices, and importantly contributing to draft the outline for the Legal Aid Commission's Strategic Plan 2016-2020.

### ***Theory of Change***

The current state of the challenge that the REACH Project is seeking to influence has been identified in the previous section on the Development Challenge, and informed by earlier

consultations undertaken during the inception phase and piloting of the project which identified mobile social and judicial service delivery as a priority area. The REACH Project's Theory of Change is that social services provision, including provision of legal services, for impoverished and vulnerable groups will be improved through empowering people to access legal rights and social services delivered by the relevant key institutions, in conjunction with strengthening those key institutions to undertake improved service delivery (refer to Annex 7). Founded on the combination of the rights identified in the Constitution and the articulated development priorities of the Fiji Government, combined with best international practice, this Theory of Change and the Project Design has been developed utilising four complimentary approaches, elaborated upon as follows.

First, a human rights based approach to development, which pays particular attention to the voices of disadvantaged and marginalized people. Through utilising a human rights based approach for access to justice, the focus is placed on ensuring that impoverished, disadvantaged and vulnerable people are empowered to utilise the institutions that are most relevant for them in obtaining justice, while at the same time stressing the importance of strengthening the capacity of those relevant institutions to deliver justice; facilitating a convergence between popular expectations and institutional capacities to respond, aiming to deepen the social contract.

Second, a service delivery oriented and problem solving focussed approach has been utilised. This is to identify key entry points, and also specific activities that are targeted, to enable the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission's improved capacity to deliver services efficiently and effectively as accountable institutions, and respond to particular priority issues. This will, in turn, enable impoverished, disadvantaged and vulnerable groups to be better able to access legal rights and social services more effectively and with greater efficiency. The strategic activities have been prioritised for implementation in this project to promote and stimulate change for enabling the most catalytic impact.

Third, in addressing and prioritising the particular needs of women's access to justice, an approach that is in line with recommendations of the Committee on the Elimination of All Forms of Discrimination against Women (CEDAW) - General recommendation number 33 on women's access to justice, made in July 2015.<sup>2</sup> It is important to note that following stakeholder discussions, these comprehensive recommendations are considered relevant and appropriate to be utilised as guidelines in Fiji for the development of this project in order to frame the provision of support to women's access to justice. In the CEDAW July 2015 recommendations, the general issues and recommendations on women's access to justice are detailed in six areas, provided as follows. First, that availability, accessibility, good-quality, accountability of justice systems, and the provision of remedies for victims are necessary to ensure access to justice. Second, 'ensure that the principle of equality before the law is given effect by taking steps to abolish any existing laws, procedures, regulations, jurisprudence, customs and practices that directly or indirectly discriminate against women especially in their access to justice, and to abolish discriminatory barriers to access to justice'. Third, undertake measures, including awareness-raising and capacity-building for all actors of justice systems and other key stakeholders to 'eliminate gender stereotyping and incorporate a gender perspective in all aspects of the justice system'. Fourth, the provision of education to a broad audience from a gender perspective on human rights and the availability of mechanisms for access to justice and awareness-raising on women's right to access justice and to dismantle cultural stereotypes. Fifth, ensuring access to free legal-aid, advice and representation with legal aid that is accessible, sustainable and responsive to the needs of

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<sup>2</sup> The General recommendation is founded on notions of inclusiveness and comprehensiveness, stressing the importance of women's access to justice in diverse legal systems and all areas of law for all women, irrespective of economic or social status, political background, geographical location, disability, sexual orientation or gender identity. It encompasses all justice settings (formal, informal or semi-formal), sources of law (common law, civil law, religious law, customary law or mixed legal systems) and the full range of legal domains (criminal, civil, family, administrative and constitutional). Whilst there are a wealth of global gender analysis reports and making links to access to justice; for example, the 2012 World Development Report which recognizes that justice systems play a critical role in making rights effective for women noting that even when laws exist, women's demand for justice may be constrained by factors such as lack of rights awareness, social norms, or bias in service provision; the CEDAW July 2015 recommendations are considered most appropriate in the Fiji context.

women, with services provided in a timely, continuous and effective manner. Sixth, provision of highly qualified human resources combined with adequate technical and financial resources to the justice system to ensure justiciability, availability, accessibility, good-quality, accountability of justice systems and the provision of remedies for victims.

Fourth, a political economy approach to change has also been utilised, acknowledging that the project's Theory of Change must be both technically sound and also grounded in a clear understanding of the enabling environment within the social services and judicial sectors and overall within Fiji.<sup>3</sup> This more granular view of the political economy of change in Fiji has been undertaken during the consultations and analysis in late 2014 and early 2015, and informed the selection of the entry points for access to social services and justice for the impoverished and vulnerable, through the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission. Furthermore the political economy approach to change has informed the discussions and decisions of the Project Board Meetings on 18 December 2015 and 28 March 2017 in relation to the refinement of the project activities through deletion of the original activities 1.5, 1.6, 2.1 and 2.2 to ensure a clear project focus.

In development of the project strategy, any potential environmental adverse impacts that could be caused by this project were carefully considered, and it was found that none of the activities to be conducted under this project will cause any adverse impacts on the environment. The Social and Environmental Screening Procedure (SESP) was conducted to identify potential social and environmental impacts and risks, which the project has assessed as no risks. The SESP Report is attached in Annex 2.

### ***Change Pathway***

The project commenced with a six-month Inception Phase (June to December 2015) where some key priority activities commenced, importantly including pilot activities, and provided information to inform selection of priority issues for activities linked to service delivery. The long-term, transformational nature of the intended change is acknowledged in the project design, with an emphasis placed on identifying short-term achievements (at the Activity Results and Output Levels), mid-term achievements (at the Outcome Level) that over time will collectively contribute to the longer-term change, as identified in Sections III, V and Annex 7. Based on the development cooperation objectives of Japan to contribute to the enhancement of governance systems in Fiji, with a particular focus on facilitation of better access to social services, including justice for all citizens, the intended outcome of the REACH Project is: Supporting key government agencies and other key democratic governance and human rights institutions in becoming more effective and accountable in their provision of a system of justice and the rule of law, at the same time promoting the rights of women, youth and minorities. The monitoring and evaluation approach, outlined at section VI, will support this, including knowledge generated through research and analysis.

The Ministry of Women, Children and Poverty Alleviation is the key entry point for provision of social welfare and gender mainstreaming programmes through supporting families and communities, especially vulnerable groups including women, youth, elderly and disabled persons. The REACH Project actively seeks to support the Ministry of Women, Children and Poverty Alleviation, as well as other key government institutions under the ambit of the REACH Project,

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<sup>3</sup> UNDP, Institutional and Context Analysis Guidance Note, 2012 – 'Institutional and Context Analysis refers to analyses that focus on political and institutional factors, as well as processes concerning the use of national and external resources in a given setting and how these have an impact on the implementation of UNDP programmes and policy advice'. ODI Toolkit, using political economy analysis in conflict, security and justice programmes, 2016 - 'Political economy analysis is concerned with the interaction of political and economic processes in a society; including the distribution of power and wealth between groups and individuals and the processes that create, sustain and transform these relationships over time'.

with strategic planning, coordination with relevant line ministries for effective and coordinated service delivery for rural and urban informal communities.

The Legal Aid Commission is the main entry point for the provision of advice on legal rights to all Fijians, for impoverished citizens to be able to effectively exercise their legal rights, and also to raise awareness of their legal rights. The project will provide support to the Legal Aid Commission in achieving its mission “to provide access to justice through professional, efficient and quality legal aid service”. The REACH Project will work towards strengthening the capacity of the Legal Aid Commission to improve access to justice, including provision of legal aid, through mobile service delivery in urban informal and rural communities of Fiji.

## **Evidence**

The evidence to support the approach for the Theory of Change for the REACH Project is outlined below. There are numerous international strategies, reports and studies that have been undertaken over the past years in relation to Development Partners’ support to aid. These include reports undertaken by Development Partners<sup>4</sup> and the United Nations in relation to global initiatives<sup>5</sup>, Regional Reports<sup>6</sup> and a Fiji case study<sup>7</sup>. The most relevant and key conclusions for this project and in the Fiji context from these reports in relation to the approach (and strategy) adopted for the Theory of Change are:

- While capacity building continues to be perceived and applied as a ‘catch-all’ solution that can build effective and accountable social services and justice institutions, focus is gradually shifting to seeing delivery of legal and social services as services in themselves.
- This perspective of service delivery requires addressing specific user needs and problems.
- Provision of support needs to explicitly serve the impoverished and marginalized persons, and outcomes should be targeted in terms of equity, inclusion, and accountability, which are more closely linked to progress in terms of improvement of access to social and judicial services for achieving wider social and economic wellbeing and justice objectives.
- Whilst the focus of efficiency and effectiveness of social services and the judicial system should continue to be prioritized, there is also a need to focus on addressing specific challenges in particular locations or for particular groups of intended beneficiaries.

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<sup>4</sup> EC, Support for justice reform in ACP countries, September 2010; EC, Support to Justice and the Rule of Law: Review of past experience and guidance for future EU development cooperation programmes, 2012; ICAI, Independent Commission for Aid Impact, Review of UK Development Assistance for Security and Justice, March 2015; OECD, Improving security and justice programming in fragile situations: better political engagement, more change management, March 2016; ODI, Using political economy analysis in conflict, security and justice programmes, Toolkit, March 2016; The World Bank, New Directions in Justice Reform. Paper No. 70640. Washington, DC: Legal Vice Presidency, 2012; and ODI, working paper 432, Sustaining public sector capability in developing countries, December 2015; EU, Gender Equality and Women’s Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020’, September 2015.

<sup>5</sup> UNDP, a transparent and accountable judiciary to deliver justice for all, April 2016; UNDP & UNODC, Global Study of Legal Aid, April 2016; INPROL, International Network to promote the rule of law, A Guide to Change and Change Management for Rule of Law Practitioners, January 2015; and UN Women, Progress of the World’s Women, In Pursuit of Justice, 2011; UNDP, Programming for Justice: Access for All. A Practitioners Guide to a Human Rights-Based Approach to Access to Justice, 2005; UNDP, UNDP Gender Equality Strategy 2014-2017, 2014; UN Women, A Framework to Underpin Action to Prevent Violence Against Women, 2015 and UNDP, Background Notes – Theory of Change for Outcomes 2, 3 and 4, 2013.

<sup>6</sup> Porter, Douglas; Isser, Deborah; Venning, Philippa. Toward more effective and legitimate institutions to handle problems of justice in Solomon Islands. Justice for the poor. Washington, DC: World Bank Group, 2015; Pacific Women, Pacific Women Shaping Pacific Development First Progress Report 2012-2015, November 2015; Australian Government, DFAT, Pacific Women First Progress Report 2012-2015, November 2015; AusAID, Building on Local Strengths: Evaluation of Australian Law and Justice Assistance, December 2012; and Pacific Judicial Development Programme, 2010-2015 Completion Report, June 2015.; International Center for Advocates Against Discrimination, An Analysis of Judicial Sentencing Practices in Sexual and Gender-Based Violence Cases in the Pacific Island Region, December 2015

<sup>7</sup> UNICEF, Child Protection Case Study: Tapping into community values to support child protection in Fiji “Children are a Precious Gift from God”: Community-Based Facilitation Manual, 2014.

- Strengthening capacity to build and maintain organisational structures can be very different from capacity to address needs and problems, so it is important to link capacity building and material inputs to specific performance and service improvements.
- The need to address the immediate social and judicial needs of the marginalised through a best fit approach, rather than simply just adopting a best practice initiative or ideal model.
- Applying an empirically based approach to social services provision and judicial reform, anchored in the needs of end users, with a need to address the scarcity of reliable information on access to justice (including for women), to understand both the problem as well as the potential effectiveness of a range of solutions, noting there are gaps in understanding what works to support change for women in the Pacific.
- It is important that if there has been limited prior development partner support to stakeholders, this necessitates the need to commence project implementation with an inception period, ensure the gathering of sound and robust data and conducting analyses, and then during the inception period refine and adjust the change pathway if necessary.
- Adopt more modest, specific and locally relevant goals, and avoid the promotion of idealised institutional forms and standardised packages of support.
- The project needs to be of a sufficient duration to achieve the type of change sought.
- The project design is to be based on an adequate understanding and appreciation of the political feasibility of the change sought.
- Attempting to have one overall programme covering the entire sector is often overly ambitious and may paralyze action. Rather, it is best to address entry points that are politically feasible, and from there, scaling up and building linkages with other sub-systems of the social services and judicial sector can be possible.
- Important to sequence reforms in an incremental fashion that allows achievable but meaningful project results.
- Build demand for reform among stakeholders as a key to motivating improved performance.
- Projects need to be more opportunistic regarding entry points, and maintain an ability to experiment and build on critical linkages when possible.
- Projects need to operate in an adjustable, flexible manner, and provide for a permissive space for experimentation, learning and adjustment.
- There is a need to continually recheck and validate the Theory of Change and have a joint or regular monitoring system in place.
- The social services and justice sectors have a role to play in the prevention of violence against women through laying the foundations for prevention given the prosecution of alleged perpetrators, promoting accountability, and ensuring effective access to remedies for victims.
- When justice is accessible and responsive to all people, the level of participation in other development processes increases, conflicts between people are reduced, and the sense of security and stability improves significantly.

The project rests on the following key assumptions: That the Government of Fiji will continue to promote the rule of law and seek to strengthen access to justice and social services for all Fijians. As a result, the Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission will continue to receive sufficient financial and technical support from the Government in order to discharge their mandates and key duties for provision of important social and legal services and to uphold the rule of law respectively. That the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission will maintain their commitment to continual improvement of capacities and to making their services more accessible to the impoverished and members of vulnerable groups. That individuals (rights holders and duty bearers) are willing to engage and embrace positive change.<sup>8</sup> That individuals, particularly impoverished and vulnerable groups,

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<sup>8</sup> In conjunction with the project Theory of Change it is also considered important to have a macro theory of change, essentially an overarching set of beliefs about how change occurs. At the core of change are people, people who need

when made aware of their rights and the process on how to access, will be empowered to exercise their rights. That individuals when aware of strengthened key social services and justice sector institutions which have improved services, efficiency, effectiveness, transparency and accountability, will be further empowered to access said services. That social service and justice systems treat the most vulnerable and disadvantaged members of society fairly and provide service that meet the needs of the most impoverished and vulnerable, are also likely to provide the same benefits to those who are wealthier and less vulnerable. That there will be ongoing support to obtain empirical data and then analyse and utilise such data to inform decision-making. That any reform initiatives introduced during the project, such as the mobile service delivery units, will be embraced and maintained by the relevant stakeholders.

The project will contribute to the Fiji UNDAF Outcome 5.1, which states “National, local, and traditional governance systems uphold human rights, especially women’s rights in line with international standards”, through the national governance systems related to access to justice for upholding human rights, especially women’s rights, in line with international standards. The Fiji UNDAF concludes in 2017, and this project will then be considered under the new UNDAF developed following this, with the aim to include related relevant outputs.

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

Based on Japan’s development cooperation’s objective to contribute to the enhancement of good governance systems in Fiji; the REACH Project’s intended outcome is: To strengthen and promote sustainable democratic governance by adopting a peaceful, socially cohesive and socially inclusive approach. The project will support key government agencies in becoming more effective and accountable in their provision of a system of justice and the rule of law, at the same time promoting the rights of women and youth.

The expected results will be delivered according to the Results Framework which enlists the ‘activities’ and the pathway to the ‘activity result’ and then to the ‘output’ to further contribute towards the ‘outcome’. These activities have been identified as best suited to achieve the intended results. The change we expect to see, that will be attributable to the project, is identified in the outputs with specified targets aligned to identified indicators. The achievement of these outputs will contribute towards achievement of the overall outcome. The details of Outputs and Activity Results are in the Results Framework at Section V.

Gender equality is mainstreamed throughout the REACH Project’s outputs, and there will be a continual process of assessing the implication for women and men of any planned action, in all areas and at all levels. Furthermore, gender equality is integrated as a cross-cutting issue by the rationale, activities, indicators and budget associated with each output, and with each output promoting gender equality in a significant and consistent way.

#### ***Resources Required to Achieve the Expected Results***

The resources required to achieve the expected results include the financial contributions identified in the project document in Section VII; the participation, time and technical inputs of stakeholders and the teams from the Ministry of Women, Children and Poverty Alleviation and the

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to think and act differently for change to be successful and for institutions, systems and societies to change for the positive. The Project will promote elements of a relevant change management strategy which includes building trust with stakeholders; identifying change agents and early adapters; establishing change networks; and aiming for inclusive participation. INPROL, International Network to promote the rule of law, A Guide to Change and Change Management for Rule of Law Practitioners, January 2015.



Legal Aid Commission; the cooperation and inputs across the overall social services and justice sector; the project team in terms of provision of both technical and administrative support; UNDP corporate support, including human resources and procurement management; engagement of individual contractors or companies to support specialised technical work; resources for specialised trainings; and contractual arrangements with specialised companies for project implementation-related purposes.

### ***Partnerships***

UNDP has a clear advantage to implement this project based on global technical expertise in the area of inclusive and effective democratic governance, which includes successful social services and access to justice programming globally and within Fiji, combined with an existing presence in Fiji and existing relationship with the Fiji Government in the implementation of a range of activities and projects that contribute towards effective governance. As detailed in Section II, at the project design stage, the implementation modality was thoroughly considered, and given the development context of project implementation by UNDP, was considered justified.

The REACH Project involves key partnerships with the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission to achieve the expected results. In addition the Project Board agreed to the inclusion of other partners where relevant, with a priority for the inclusion of the Human Rights and Anti-Discrimination Commission (HRADC)<sup>9</sup>, and other key institutions that support the delivery of access to social and legal services such as the Ministry of Justice, Births Deaths and Marriages.

The key Development Partners active in the democratic governance sector in the Pacific are Japan, the European Union, Australia, New Zealand, the World Bank, the Pacific Community (SPC), and the Pacific Islands Forum Secretariat (PIFS). The support provided ranges from infrastructural development and maintenance, to capacity development and technical assistance. The previously mentioned Fiji Access to Justice Project, funded by the EU, is contributing to the strengthened inclusive and effective democratic governance systems in Fiji that uphold human rights, especially women's rights, in line with international standards and engagement with civil society, all supporting the strengthening of the social contract. There are however ad hoc areas of support that arise such as funded conferences, workshops, ad hoc trainings or meeting opportunities; and the project will undertake close coordination with such initiatives to develop relevant synergies and avoid any duplications with existent initiatives. For example the Project will be careful not to duplicate activities such as the support from Australia to the Ministry of Women, Children and Poverty Alleviation through the placement of adviser(s) in the Ministry, technical assistance and training courses.

There will be close coordination with other UNDP projects that complement the REACH Project and contribute to strengthened inclusive and effective democratic governance systems in Fiji that uphold human rights, especially women's rights and the rights of youth, in line with international standards and also engagement with civil society, all supporting the strengthening of the social contract. In May 2013, the UNDP Pacific Office commenced implementation of the Strengthening Citizen Engagement in Fiji initiative, which aims to strengthen sustainable development in Fiji by enabling citizens to engage in nation-building through community-based activities and improved service delivery. The Strengthening Citizen Engagement in Fiji Initiative is funded by the European Union and concluded in December 2016. In January 2014, the UNDP Pacific Office commenced implementation of the Fiji Parliament Support Project, which is contributing towards ensuring that the systems and processes are in place to provide for a Parliament that can efficiently and effectively undertake its legislative, oversight and representative roles, with a view to strengthen good governance and development outcomes in Fiji. The Fiji Parliament Support Project Phase 1

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<sup>9</sup> The Human Rights and Anti-Discrimination Commission (HRADC) is the predominant enforcement body for the Bill of Rights guaranteed under the Constitution. A functioning and effective HRADC requires that human rights information is accessible to the public and there is also knowledge of the processes. Achieving this requires interaction and building relationships between HRADC and different groups in society such as government, parliament, judiciary, civil society and the public. (UNDP and OHCHR, Toolkit for Collaboration with National Human Rights Institutions, 2010).

was funded by the New Zealand Ministry of Foreign Affairs and Trade, European Union, Australian Department of Foreign Affairs and Trade and the Government of Japan. UNDP is also supporting other democratic governance initiatives in partnership with the Fiji Government such as youth engagement, support to the SDGs processes, and security sector governance. There is also the UN Pacific Regional Anti-Corruption Project (2016 to 2020), which is being implemented by UNDP and UNODC, with funding from Australian Department of Foreign Affairs and Trade, which aims to support Pacific Island countries to strengthen their national integrity systems to create an enabling environment for trade, business, investment and sustainable development. Opportunities for potential synergies can be considered by the REACH Project Board.

The Ministry of Women, Children and Poverty Alleviation is receiving a range of technical and advisory support from Development Partners for the areas of gender mainstreaming, gender justice and gender based violence. The Ministry has also received previous support in relation to child rights programmes and establishment of currently operating hotlines for children and for gender based violence.

There are also ongoing programmes of support being provided to non-government organisations by a range of Development Partners in areas related to gender based violence, shelters, gender equality, human rights and associated matters of awareness raising and some service delivery. Close coordination will be undertaken with partners supporting and working in these areas. The project will also closely coordinate with regional organisations.

UNDP will also closely coordinate with other agencies of the UN; including UN Women,<sup>10</sup> the Office of the United Nations High Commissioner for Human Rights,<sup>11</sup> United Nations Children's Fund,<sup>12</sup> and the United Nations Population Fund<sup>13</sup>.

### ***Risks and Assumptions***

Project risks are comprehensively identified in Annex 3. The project assumptions are detailed in Section II of this project document.

### ***Stakeholder Engagement***

The key stakeholders for the institutional capacity strengthening components are the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission. In the formulation phase of this project, regular updates and coordination meetings have been undertaken, and this modality of stakeholder engagement will continue. The REACH Project Board also provides a more formal process for engagement.

### ***South-South and Triangular Cooperation (SSC/TrC)***

Regional networking and linkages will also be supported under the project particularly in relation to the development of concepts for innovative awareness raising, service delivery and data collection models, and potential conduct of a Pilot.

### ***Knowledge***

The report of the High Level Panel of Experts on the Post-2015 Development Agenda calls for a "new international initiative to improve the quality of statistics and information available to citizens

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<sup>10</sup> UN Women have the 'Advancing Gender Justice in the Pacific' programme 2013-2017. They have also undertaken recent access to justice assessments in the Pacific including: 'Seeking Redress: Challenges and Recommendations to increase women's access to justice in Solomon Islands' May 2015; and 'Women and Children's Access to the Formal Justice System in Vanuatu', May 2016.

<sup>11</sup> OHCHR, for example in support to the Human Rights and Anti-Discrimination Commission.

<sup>12</sup> UNICEF, for example in relation to child protection.

<sup>13</sup> UNFPA, for example in for reproductive health and rights of women.

... to take advantage of new technology ... to empower people with information on the progress towards targets".<sup>14</sup> Additionally, data disaggregation and collection which provides for comparison of different population groups is central to a human rights based approach with a focus on the most disadvantaged or marginalized persons.

Project knowledge products continue to be developed in support of the Theory of Change. Through coordination across the social service and justice sectors, the development of macro level knowledge products will be undertaken; such as awareness raising, outreach and training materials and toolkits. Communication and media materials will also be prepared.

### ***Sustainability and Scaling Up***

The Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission have been very much in the lead and have had ownership of the project activities. This high level of ongoing national ownership will be ensured throughout the remaining implementation of the REACH Project during the conduct of activities, through coordination meetings, and the guidance of the REACH Project Board. The project is clearly focused on the strengthening of key institutional capacities of the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission, with the links of these capacities being made to service delivery. The Results Framework includes an outcome indicator that is linked to institutional capacity, and also provides the regular collection of data and monitoring towards achieving strengthened national capacity. National systems will be utilized as far as possible.

Following the Project Board Meeting on Tuesday 28 March 2017 in Suva, Fiji, the REACH Project Board has been further considering the project's resource mobilization strategy and the avenues which may be considered pursuant in this regard. On completion of the project's mid-term evaluation, it is expected that a plan will be developed with key stakeholders to sustain or scale up results.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Cost efficiency and effectiveness will be achieved in the project management through the adherence to the UNDP Programme and Operations Policies and Procedures, and reviewed regularly through the governance mechanisms of the Fiji United Nations Development Assistance Framework (UNDAF) Annual Review<sup>15</sup> and the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources using a portfolio management approach.

UNDP has substantive experience in supporting countries in effective democratic governance and access to justice projects. Within the UNDP Pacific Office, a portfolio management approach will be utilised to improve cost effectiveness by leveraging activities and partnerships with other initiatives and projects in Fiji. In particular, the project will look to ensure synergies with the EU-funded Fiji Access to Justice Project, which aims to promote peacebuilding, social cohesion and inclusiveness through awareness of rights, access to services, provision of legal advice and

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<sup>14</sup> OHCHR, Human Rights-Based Approach to Data: Leaving No One Behind in the 2030 Sustainable Development Agenda: Guidance Note to Data Collection and Disaggregation, February 2016. The guidance note provides a preliminary set of principles, recommendations and good practices in relation to participation, data disaggregation and collection by data group, self-identification, transparency, privacy and accountability.

<sup>15</sup> The most recent Fiji UNDAF Annual Review was conducted on 24 March 2015 between the Fiji Government and United Nations to take stock of United Nations contribution to the Fiji Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014 'Build a Better Fiji for All', to identify any bottlenecks and potential solutions. Some of the key lessons learned were the need for clear understanding of the projects by all stakeholders, need for leadership by stakeholders at all levels of project implementation and the projects to have succession planning.

institutional capacity building in Fiji, promoting the rights of women, youth and disadvantaged groups. Additionally, the UNDP Pacific Office has a range of other projects that are being implemented, and where relevant synergies will be established, examples potentially in relation to community outreach and awareness raising and also emerging areas of legal issues and new laws.<sup>16</sup>

As outlined above, the project strategy is designed to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to expected outputs, and that there is a robust results management and monitoring framework with indicators clearly linked to the Theory of Change. The project aims to ensure cost efficient implementation and value for money without jeopardising the quality and effectiveness of activities through also seeking in-kind contributions from stakeholders where applicable; one example being in-house experts to lead particular trainings and skills development. In relation to capacity development trainings and skills workshops to be implemented during the project, local in-house expertise (both from within the social services and judicial sectors) will be accessed, and for specialised trainings international expertise will be utilised with a training-of-trainers programme approach developed.

### ***Project Management***

UNDP is directly implementing the project, and is the Responsible Party under the Work Plan from June 2015 to December 2018. The Work Plan identifies the technical activities and planned budget.

In 2014, UNDP updated its policies on cost-recovery and cost-distribution. A communication on this was issued to Member States Permanent Representatives to the UN in New York in December 2013. The aim of the new policy and guidelines is to reflect in development project budgets the 'true costs' of achieving development results, in line with UNDP principles of full transparency. All anticipated programmatic and operational costs to support this project are identified, estimated, and fully costed in the Work Plan. This includes the costs for activities that relate to technical matters and the identified costs.

The project team involved in the Direct Management of the Project has changed following the project commencement, to ensure maximum cost effectiveness and also to ensure sufficiently qualified team members to conduct the outreach activities. In addition costs are proportionally shared with other projects. The Project Manager (international) and Deputy Project Manager (national) have 30% of their costs attributed to the Project. The arrangement for the cost sharing of the International Project Manager costs has provided flexibility to ensure a larger national team, which is more applicable to the project activities. The Senior Coordinators and Communications and Advocacy Team Members have 100% of their costs attributed to the Project. In addition National United Volunteers and short term consultancies for Administrative support are utilised. The project technical advisory team will have the requisite gender expertise and background.

The project team involved in the Direct Management of the Project will be based in one location in a Project Office in Suva, Fiji. This REACH Project Office will be located in a dedicated space on Level 7 of the UNDP Pacific Office which will be a total of approximately 51 square meters reducing over time when staff numbers reduce and for costs shared with other projects. The location for the Project Office to be in a dedicated space in the UNDP Pacific Office has been undertaken based on two key reasons: Firstly, the REACH Project will be implemented with two institutions who are both independent organisations and independent of each other, so it is not considered appropriate by stakeholders for the Project Office to be particularly co-located with one of these organisations. Secondly, the accessible location of the UNDP Pacific Office (close to both

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<sup>16</sup> Fiji Parliament Support Project, Strengthening Youth Participation in the Transition to Democracy, Markets for Change, Pacific Risk Resilience Programme, Pacific Islands Ridge-to-Reef, and Fiji Renewable Energy Power Project.

the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission), cost efficiency (compared to other potential rental locations in the general area with similar facilities and support services), flexibility (no contract required), and reduced administrative burden of managing a separate location and provision of services, provide strong reasons for the Project Office to be located within the UNDP Pacific Office. The Project Team will also form part of the Effective Governance Team in the UNDP Pacific Office, and ensure the facilitation of linkages and collaboration with other Fiji governance and service delivery related projects. The project will continually look for any potential synergies with the EU-funded Fiji Access to Justice Project.

Direct project costs that will be incurred as part of the Direct Management and Implementation of the Project and can be traced and attributed directly to the management of the project will be provided for under Output 3. This includes the proportional costs for the office space to be occupied by the project team members, and the particular specific dedicated services provided for implementation of the REACH Project including specific tasks related to activities under the project that require the next step in processing for finance, procurement, human resources, administration, security, travel, assets, information and communications technology, and quality assurance; to enable implementation of project activities. The resources of the UNDP Pacific Office, which includes the Joint Operations Centre and the Integrated Results Management Team, will be utilised for the provision of these services. Only costs for actual services expected to be rendered are included under the planned budget for direct project costs at Output 3, and will only be charged to the project on the basis of 'user pays' utilising prices based on the Universal Price List (UPL) established by UNDP HQ and Local Price List (LPL) established by UNDP Pacific Office. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and Directives of UNDP and the budget allocated for this audit have been taken into due consideration.

The Work Plan includes a General Management Support (GMS) charge that covers the costs for UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structures, management and oversight costs of UNDP. The GMS is applied to all projects funded by Development Partners that are implemented by UNDP around the world. The GMS amount between UNDP and the Government of Japan is globally set at 8% (eight percent) of the total funds provided for this project by the Government of Japan to UNDP.

## V. RESULTS FRAMEWORK (UPDATED FOLLOWING DECEMBER 2015 AND MARCH 2017 PROJECT BOARDS)

### **Intended Outcome as stated in the Sub-regional programme document for the Pacific Island Countries 2013-2017:**

Outcome 5.1: Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women's rights, in line with international standards.

### **Intended Outcome as stated in the Fiji UNDAF Results Matrix 2013-2017:**

Outcome 5.1: National, local, and traditional governance systems uphold human rights, especially women's rights in line with international standards.

### **Specific Project Outcome:**

To strengthen and promote sustainable democratic governance by adopting a peaceful, socially cohesive and socially inclusive approach. The project will support key government agencies in becoming more effective and accountable in their provision of a system of justice and the rule of law, at the same time promoting the rights of women and youth. *(Effective, accountable and strengthened key government agencies that are promoting peace building, social cohesion, inclusiveness and gender equality through their provision of awareness raising and delivery of services.)*

### **Relevant Outcome indicators as stated in the Fiji UNDAF Results Matrix 2013-2017, including baseline and targets:**

**Indicators:** World Bank Worldwide Governance Indicators (Voice and Accountability, Political Stability, Government Effectiveness, Rule of Law) using percentile rank indicating rank of Fiji among other countries in the world, 0 is lowest, 100 is highest top ranking.

**Baseline 2014:** Voice and Accountability (46.8), Political Stability (62.14), Government Effectiveness (41.35), and Rule of Law (34.62).

**Target:** Improved Rating for World Bank Worldwide Governance Indicators

### **Applicable Key Result Areas from UNDP Strategic Plan 2014-17:**

Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress

Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment

**Partnership Strategy:** Key partnerships with Ministry of Women, Children and Poverty Alleviation; and Legal Aid Commission

**Project title and ID (ATLAS Award ID):** Rights, Empowerment and Cohesion for rural and urban Fijians (REACH) Project. ATLAS Award ID: 00083209; Project Output ID: 00095482.

**Project Objective:** The REACH Project aims to promote peace building, social cohesion and inclusiveness. The Project conducts awareness raising of the social, economic and legal rights enshrined in the Constitution of the Republic of Fiji, provides access to the services associated with these rights, and also strengthens institutional capacity to deliver these services. A mobile service delivery approach is undertaken to reach communities throughout all of Fiji with the focus to reach the furthest behind first. The REACH Project supports the achievement of Sustainable Development Goals 16 and 5.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law, Human Rights and Gender Equality.</b></p> <p><b>Output Baselines:</b></p> <ol style="list-style-type: none"> <li>1. Zero- No comprehensive pilot services feasibility studies informing service delivery to rural communities.</li> <li>2. Zero- No dedicated mobile units.</li> <li>3. Zero – no joint teams of Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission in operation.</li> <li>4. Zero - no joint teams of Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission in</li> </ol>	<p><b>2015:</b></p> <ol style="list-style-type: none"> <li>1. Pilot Services Feasibility Study conducted in Northern Division.</li> <li>2. 25% of Districts in Northern Division reached for awareness raising by joint teams undertaking mobile outreach services.</li> <li>3. 800 people participating in awareness raising sessions conducted by joint teams undertaking mobile outreach services</li> <li>4. 500 people provided with service delivery by joint teams undertaking mobile outreach services.</li> <li>5. 100 participants in awareness and capacity building trainings.</li> </ol> <p><b>2016:</b></p>	<p><b>Activity Result 1.1: Supporting rural and urban settlements service delivery for women and vulnerable groups through providing mobile units for awareness raising, legal advice and other services.</b></p> <p>1.1.1 Undertake Pilot Services and Feasibility Study for joint teams undertaken mobile outreach services for improved service delivery for women and other vulnerable groups.</p> <p>1.1.2 Undertake consultations in Vitilevu and Vanualevu and develop</p>	<p>UNDP</p>	<p>\$1,715,000 (+19,000) (+48,500)</p>

<p>operation.</p> <p>5. Zero - no joint teams of Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission in operation.</p> <p>6. Zero – no specific trainings in relation to the focus of these training topics</p> <p>7. Zero – No current Legal Aid Commission Strategic Plan</p> <p><b>Output Indicators:</b></p> <p>1. Status of pilot services and feasibility study on rural service delivery. (<u>Indicator for 2015 only</u>)</p> <p>2. Number of dedicated Mobile Service Delivery Units in operation.</p> <p>3. % of total number of Districts in each Division in Fiji reached for awareness raising by joint mobile teams. (disaggregated by Divisions and Provinces)</p> <p>4. Number of people participating in awareness raising sessions conducted by joint teams undertaking mobile outreach services (disaggregated by sex) and % who indicate awareness has</p>	<p>1. 3 mobile units procured and handed over to Government.</p> <p>2. 50% of Districts in Northern, Western and Central Provinces reached each year for awareness raising by joint teams.</p> <p>3. 4,000 people each year participating in awareness raising sessions conducted by joint teams undertaking mobile outreach services.</p> <p>4. 2,500 people each year provided with service delivery by joint teams undertaking mobile outreach services.</p> <p>5. 100 participants each year in awareness and capacity building trainings.</p> <p>6. 3 Assessments, strategies, SOPs, Code of Conduct, communications products, training materials or systems developed or revised each year.</p> <p><b>2017:</b></p> <p>1. 3 Mobile Service Delivery Units in operation.</p> <p>2. 50% of all Districts.</p>	<p>implementation roadmap and annual/monthly plans for setting up of national mobile units in two major islands in Fiji – Vitilevu and Vanua Levu.</p> <p>1.1.3 Undertake procurement for 3 national mobile units and associated equipment and related operational strategy for improved service delivery by joint teams undertaking mobile outreach services.</p> <p>1.1.4 Provide technical advisory support to Ministry of Women, Children and Poverty Alleviation to develop operational and financial support plan from January 2017 onwards.</p> <p>1.1.5 Technical advisory, planning &amp; coordination for mobile units and project management (3 years).</p>		
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<p>increased.</p> <p>5. Number of people (disaggregated by sex) provided with service delivery (disaggregated by institution delivering the service) by joint teams undertaking mobile outreach services.</p> <p>6. Number of participants in trainings related to general awareness topics, strategic planning and awareness raising skills (disaggregated by sex and topic)</p> <p>7. Number of assessments, strategies, SOPs, Code of Conduct, communications products or systems that are gender responsive and meet human rights standards developed or revised.</p> <p><b>Sources:</b> Project Inception Report, Annual Report, ATLAS reporting, Project Monitoring and Evaluation Reports</p>	<p>3. 4,000 people.</p> <p>4. 2,500 services.</p> <p>5. 100 participants.</p> <p>6. 2 strategies, SOPs, reports or systems.</p> <p><b>2018:</b></p> <p>1. 3 Mobile Service Delivery Units in operation.</p> <p>2. 50% of all Districts.</p> <p>3. 4,000 people.</p> <p>4. 2,500 services.</p> <p>5. 100 participants.</p> <p>6. 2 strategies, SOPs, reports or systems.</p>	<p><b>Activity Result 1.2: Undertake capacity building for women and youth on peace-building, social cohesion and other development issues at national and sub-national levels.</b></p> <p>1.2.1 Develop training and awareness roadmap/plans for women’s rights and access to justice workshops and awareness activities.</p> <p>1.2.2 Further develop communications, knowledge and training materials, including tool kits and presentation materials for joint teams undertaking mobile outreach services</p> <p>1.2.3 Support to Fiji Women’s National Expo focus on thematic issue related to gender equality.</p> <p><b>Activity Result 1.3: Support key government</b></p>	<p>UNDP</p> <p>UNDP</p>	<p>\$80,000 (+ 50,000)</p> <p>\$60,000</p> <p>\$71,000 (+</p>
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		<p><b>institutions, such as the Ministry of Women, Children and Poverty Alleviation, with strategic planning, coordination with relevant line ministries for effective and coordinated service delivery to urban informal and rural communities.</b></p> <p>1.3.1 Undertake strategic analysis and assessment of capacity in the Ministry of Women, Children and Poverty Alleviation in relation to peace building, social cohesion and democratic governance.</p> <p>1.3.2 Based on recommendations from strategic analysis and assessment provide targeted advisory support and equipment to the stakeholder identified high priority areas to support effective coordination, planning, monitoring and reporting.</p> <p>1.3.3 Linked to recommendations form</p>	<p>40,000)</p>
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		<p>the strategic analysis and assessment recommendations and stakeholder priorities create a platform and mechanism for on effective coordination, planning, monitoring and reporting.</p>		
		<p><b>Activity Result 1.4: Support to strengthening the capacity of the Legal Aid Commission to improve access to justice in urban informal and rural communities.</b></p> <p>1.4.1 Undertake training &amp; capacity needs Assessment of Legal Aid and support to strategic planning.</p> <p>1.4.2 Conduct trainings for Legal Aid Officers on special issues such as awareness raising skills, domestic violence and family law matters (relative to international best practice)</p> <p>1.4.3 Conduct awareness programmes for Legal Aid Services.</p>	UNDP	\$79,000 (+21,000)

<b>Subtotal Output 1</b>				<b>\$2,183,500</b>
<p><b>Output 2: Support Research and Analysis for evidence based policy making to support access to justice, legal empowerment and gender equality.</b></p> <p><b>Baselines:</b></p> <ol style="list-style-type: none"> <li>No data on outreach missions or service delivery at community level.</li> <li>No Options Paper.</li> <li>No Pilot being conducted.</li> </ol> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>Number of Reports with gendered analysis of data.</li> <li>Number of Options Paper developed and accepted.</li> <li>Number of Plans developed for conduct of a Pilot.</li> </ol> <p><b>Sources:</b> Mission Reports, Annual Report, ATLAS reporting, Project Evaluation</p>	<p><b>2016:</b></p> <ol style="list-style-type: none"> <li>Legal Aid capacity assessment, research and technical advice undertaken.</li> </ol> <p><b>2017:</b></p> <ol style="list-style-type: none"> <li>Quarterly Data from Missions Reports.</li> <li>1 Options Paper.</li> <li>1 Plan to implement Pilot.</li> </ol> <p><b>2018:</b></p> <ol style="list-style-type: none"> <li>Quarterly Data from Missions Reports.</li> <li>Options Paper discussed and decision on Pilot.</li> <li>Pilot Implemented and recommendations for next steps developed.</li> </ol>	<p><b>Activity Result 2.1: Undertake gendered analysis on data obtained from service delivery to inform the development of concepts for Innovative Awareness Raising, Service Delivery and Data Collection Models.</b></p> <p>2.1.1 Provide technical advice and analysis for strengthening legal aid policies and capacities.</p> <p>2.1.2 Undertake and support technical advice and research on legal aid and women's access to justice best practices for improved service and legal aid access</p> <p>2.1.3 Undertake analysis on data obtained from outreach missions, produce detailed quarterly summaries with analysis, and short summary to be shared publically.</p>	<p>UNDP</p>	<p>\$65,000</p>

		2.1.4 Undertake research and consultations to develop Options Paper on concept for Innovative Awareness Raising, Service Delivery and Data Collection Models.		
		<b>Activity Result 2.2: Implement A Pilot of the selected Innovative Service Delivery Model(s).</b>	UNDP	\$62,500
		2.2.1 Develop implementation Plan for Pilot and commence implementation.		
<b>Subtotal Output 2</b>				<b>\$127,500</b>
<b>Output 3: Project Management and effective Monitoring &amp; Evaluation (M&amp;E) is applied to enhance project results</b>	<b>2015:</b>	<b>Activity Result 3.1: Project is managed effectively and key results achieved and reported</b>	UNDP	
<b>Baseline:</b>	1. Project staff recruited and operating effectively.	3.1.1 Project Board is updated on Project Progress		\$12,000
1. Zero - No Project Staff recruited and trained.	2. Regular updates to be provided to Project Board members, Inception Report to be completed in 2016.	3.1.2 Project Inception Report provided after first six months and thereafter Annual Progress Reports		\$10,000
2. Zero – Inception Report to be completed by March 2017.	3. First Project Board meeting conducted.			
3. Zero - First Project Board Meeting to conducted at end	<b>2016:</b>			
	1. Project staff recruited and			

<p>of Inception Period.</p> <p>4. Zero – First Annual Report will be for period January to December 2016.</p> <p>5. Zero – Mid-term Evaluation planned for June / July 2017.</p>	<p>operating effectively.</p> <p>2. Inception Report completed.</p> <p>3. Project Board Meetings conducted.</p> <p>4. Regular reporting to Project Board members.</p>	<p>produced</p> <p>3.1.3 Project Staff recruited and trained</p> <p>3.1.4 Communications and Visibility</p> <p>3.1.5 Project Operational Expenses</p> <p>3.1.6 UNDP GMS (8%)</p>		<p>\$50,000</p> <p>\$184,500</p>
<p><b>Indicators:</b></p> <p>1. Number of Project Staff recruited and trained.</p> <p>2. Inception and Annual Reports completed.</p> <p>3. Number of Board meetings conducted effectively.</p> <p>4. Timelines of reporting.</p> <p>5. Project follows UNDP POPP guidelines on Project evaluation.</p>	<p><b>2017:</b></p> <p>1. 3 Project Staff trained and retained.</p> <p>2. 2016 Annual Report completed.</p> <p>3. 2 Board meetings conducted effectively.</p> <p>4. 6 routine updates.</p> <p>5. 1 Mid-term evaluation completed.</p>	<p><b>Activity Result 3.2: Independent Project Evaluations</b></p> <p>3.2.1 Mid-term Evaluation is conducted and results shared and discussed with stakeholders</p> <p>3.2.2 Mid-term Evaluation recommendations considered by Project Board and as appropriate incorporated into the Results and Resources Framework</p> <p>3.2.3 Final Project Evaluation Conducted and considered by Project Board</p> <p>3.2.4 Miscellaneous</p>	<p>UNDP</p>	<p>\$80,000</p> <p>\$38,000</p>
<p><b>Sources:</b> Annual Report, Inception Report, ATLAS reporting, Project Evaluation Reports</p>	<p><b>2018:</b></p> <p>1. Final Project Board Meeting conducted for Project Closure.</p> <p>2. Final Report completed and considered by Project Board.</p> <p>3. Final Project evaluation report completed and considered by Project Board.</p> <p>4. Project Operationally then</p>			

	Financially Closed.			
<b><i>Subtotal Output 3</i></b>				<b>\$374,500</b>
<b>Total Budget</b>				<b>\$2,685,000</b>

## VI. MONITORING AND EVALUATION PLAN

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Inception Report</b>	To report on first six months of project implementation and to provide data and analysis for Project Board to consider and validate the Theory of Change.	After inception period.	Close review of Inception Report and any requisite adjustments to Theory of Change, Results Framework (including monitoring plan), Multi-Year Work Plan and Risk Analysis.	UNDP Project & Report to Project Board	Incorporated in AWP and RRF
<b>Track results progress</b>	Progress data against the results indicators in the Results Framework will be collected through field visits and consultations and reviews with stakeholders and then analysed to assess the progress of the project in achieving the agreed outputs. All data will be disaggregated and gender analysis of data undertaken.	Frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Establish joint monitoring mechanism which would also include UNDP Project & Report to Project Board	Incorporated in AWP and RRF
<b>Monitor and Manage Risk</b>	Through field visits and consultations and reviews with stakeholders identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using the Risk Log at Annex 3. Audits will be conducted in accordance with UNDP's audit policy and time lines to manage financial risk.	Regular intervals	Risks are identified by project management and actions are taken to manage risk. The Risk Log will be actively maintained to keep track of identified risks and actions taken.	UNDP Project & Report to Project Board	Incorporated in AWP and RRF
<b>Learn</b>	Knowledge, good practices and lessons will be captured continuously, as well as actively sourced from other	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP Project & Report to Project Board	Incorporated in AWP and RRF



	projects and partners and integrated back into the project. Lessons learned workshops and after action reviews after pilots will be undertaken.				
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards (seven quality criteria) to identify project strengths and weaknesses and to inform management decision making to improve the project.	At project commencement (Annex 1), Annually and then at end of the project.	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP Integrated Results Management Team & Report to Project Board	Incorporated in AWP's and RRF
<b>Review and Make Course Corrections</b>	Internal project review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP Project & Report to Project Board	Incorporated in AWP's and RRF
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (Final Project Report)	Any quality concerns or slower than expected progress will be discussed and addressed. Based on progress made and data collected the Theory of Change will be adjusted as required to increase chances of achieving change.	UNDP Project, UNDP Integrated Results Management Team & Report to Project Board	Incorporated in AWP's and RRF
<b>Project Review (Project Board)</b>	The project's governance mechanism (the Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project	Annually	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions agreed to address the issues identified.	UNDP Project, UNDP Integrated Results Management Team & Project Board	Incorporated in AWP's and RRF

	results and lessons learned with relevant audiences.				
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### Evaluation and Assessment Plan

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/ CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
Mid-Term (Gender Responsive) Evaluation including Mid-point data collection and (trend) analysis to compare with baseline data.	UNDP	3.4 & 4.3	5.1	2017	Ministry of Women, Children and Poverty Alleviation, Legal Aid Commission, Government of Japan, HRADC, Division Commissioners and beneficiaries.	Incorporated in AWP and RRF
End of Project (Gender Responsive) Evaluation including follow-up data collection and analysis to compare with baseline and mid-point data.	UNDP	3.4 & 4.3	5.1	2018	Ministry of Women, Children and Poverty Alleviation, Legal Aid Commission, Government of Japan, HRADC, Division Commissioners and beneficiaries.	Incorporated in AWP and RRF

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## **VII. MULTI-YEAR WORK PLAN**

Provided in the signed and approved project document.

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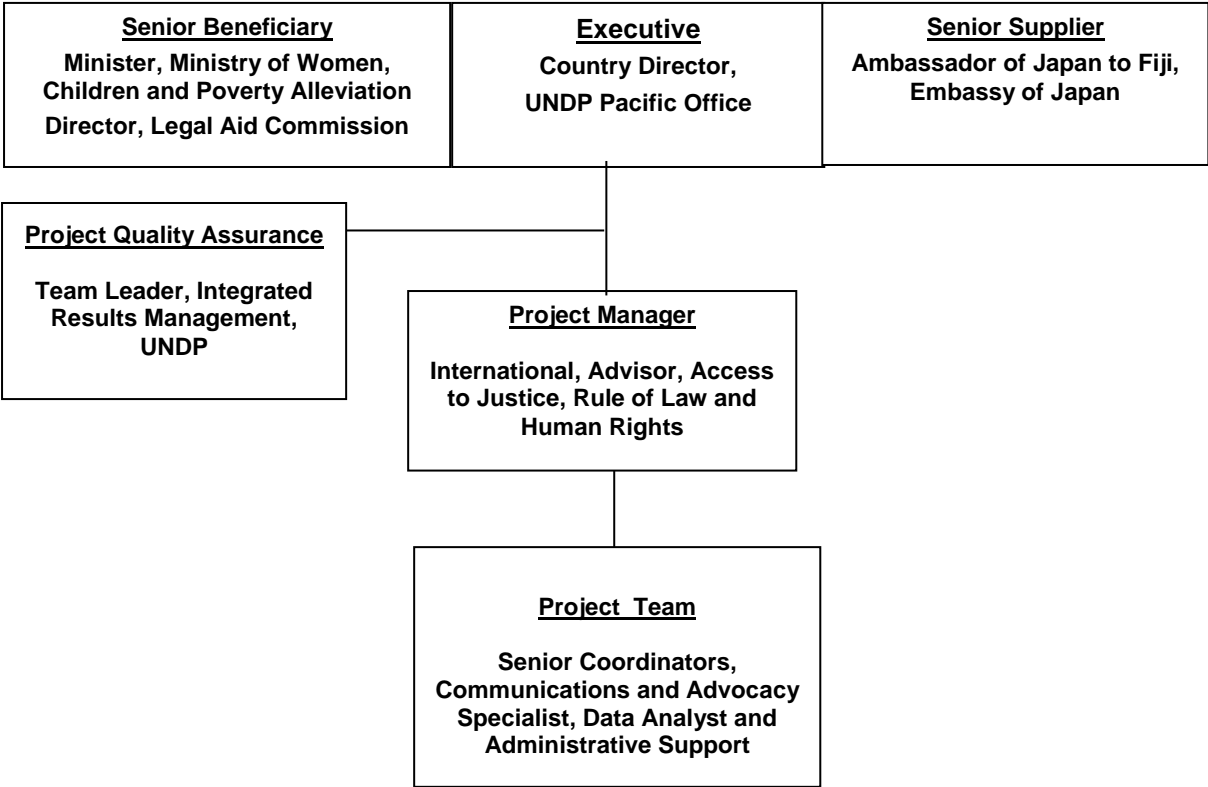
## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance of the project is undertaken through the Project Board which convenes at a time period to be decided by the Project Board. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. To ensure accountability, REACH Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, the final decision shall rest with UNDP. In addition, the REACH Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. The Terms of Reference for the Project Board are contained in Annex 4.

The composition of the REACH Project Board is indicated in the diagram on the following page. The Beneficiary Representatives representing the interests of those who will benefit from the project - Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission. The Executive representing the project ownership - UNDP. The Embassy of Japan in Fiji representing the interests of the parties concerned which provide funding - Japan. The Project Board arrangement also includes the role of Project Assurance. Whilst Project Assurance is the responsibility of each Project Board member, there is also the dedicated role of Project Assurance - UNDP Integrated Results Management Team. Additionally, representatives of other stakeholders, non-governmental organisations implementing in related areas and/or recipients of grants under the project, can be invited to the Project Board Meetings.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of UNDP within the constraints laid down by the Board and in accordance with the UNDP Programme and Operations Policies and Procedures. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost. UNDP appoints the Project Manager, who is different from the UNDP representative on the Project Board.

**Project Board (Governance Mechanism)**



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## **IX. LEGAL CONTEXT AND RISK MANAGEMENT**

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by the agency UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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## **X. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Log**
- 4. Project Board Terms of Reference**
- 5. Supplemental Provisions to the Project Document**
- 6. Fiji Map – Locations of Offices of Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission Offices**
- 7. Theory of Change – ‘Change Pathway’ Diagram**

## ANNEX 1

### Project Quality Assurance Report

Overall Project Rating : Highly Satisfactory

Decision : Continue as planned: The project is of sufficient quality to continue as planned. All management actions must be addressed in a timely manner.

Project Number : 00083209

Project Title : Effective, accountable and strengthened key government agencies that are promoting peace building, social cohesion, inclusiveness and gender equality through their provision of awareness raising and delivery of services.

Project Date : 22-Sep-2014

Strategic Quality Rating: Highly Satisfactory

1. Is the project pro-actively taking advantage of new opportunities, adapting its theory of change to respond to changes in the development context, including changing national priorities? (select the option from 1-3 that best reflects this project)

- 3: The project team completed and documented a horizon scanning exercise in the past year to identify new opportunities and changes in the development context that require adjustments in the theory of change. There is clear evidence that the project board has considered the implications, and documented changes to the project's theory of change, RRF, partnerships, etc. made in response, as appropriate. (both must be true to select this option)
- 2: The project team has undertaken some horizon scanning in the past year to identify new opportunities and changes in the development context. The project board discussed the scanning and its implications for the project, as reflected in the board minutes. There is some evidence that the project took action as a result, but changes may not have been fully integrated in the project's theory of change, RRF, partnerships, etc.
- 1: The project team may have considered new opportunities and changes in the development context since implementation began, but this has not been discussed in the project board. There is limited to no evidence that the project team has considered changes to the project as a result. This option would also be selected if no horizon scanning has been done to date during project implementation.

Evidence

Changes discussed at project board and at meetings, revised RRF and project document to be revised



List of Uploaded Documents

File Name	Modified By	Modified
<a href="#">Fiji REACH Project Document.pdf</a>	mahezabeen.khan@undp.org	1/26/2017 11:05:29 PM

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

- 3: The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging [areas](#); implementation is consistent with the issues-based analysis incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)
- 2: The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)
- 1: While the project may respond to one of the three areas of development [work](#) as specified in the Strategic Plan, it is based on a sectorial approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This option is also selected if the project does not respond to any of the three SP areas of development work.

Evidence	Management Response
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Yes, including outcome 3, and focus on delivery of services to the most vulnerable

3. Evidence generated through the project has been explicitly used to confirm or adjust the programme/CPD's theory of change.

- Yes
- No

Evidence

Project scope narrowed to ensure results can be achieved

Relevant	Quality Rating: Satisfactory
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4. Are the project's targeted groups being systematically engaged, with a priority focus on the excluded and marginalized, to ensure the project remains relevant for them? (select the option from 1-3 that best reflects the project)

- 3: Systematic and structured feedback has been collected over the past year from a representative sample of beneficiaries, with a priority focus on the excluded and marginalized, as part of the project's monitoring system. Representatives from the targeted groups are active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true to select this option)
- 2: Targeted groups have been engaged in implementation and monitoring, with a priority focus on the excluded and marginalized. Beneficiary feedback, which may be anecdotal, has been collected over the past year to ensure the project is addressing local priorities. This information has been used to inform project decision making. (all must be true to select this option)
- 1: Some beneficiary feedback may have been collected over the past year, but this information has not been used to inform project decision making. This option is also selected if no beneficiary feedback has been collected.
- Not Applicable

Evidence

Management Response

Evidence gathered from beneficiaries during outreach missions and meetings, however they are not part of project's governance mechanism

5. Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk? (select the option from 1-3 that best reflects the project)

- 3: Knowledge and lessons learned backed (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring have been discussed in project board meetings and reflected in the minutes. There is clear evidence that the project's theory of change has been adjusted, as needed, and changes were made to the project to ensure its continued relevance. (both must be true to select this option)
- 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, have been considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true to select this option)

1: There is limited or no evidence that knowledge and lessons learned have been collected by the project team. There is little or no evidence that this has informed project decision making.

Evidence

Management Response

Project does not have an explicit theory of change, however in Q1 2017 this will be documented

6. Are the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and producing the intended effect? If not, evidence-based adjustments and changes have been made. (select the option from 1-3 that best reflects the project)

3: The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empowering women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true to select this option)

2: The project team has some data and evidence on the relevance of the measures to address gender inequalities and empowering women. There is evidence that at least some adjustments were made, as appropriate. (both must be true to select this option)

1: The project team has limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes being made. This option should also be selected if the project has no measures to address gender inequalities and empowering women relevant to the project results and activities.

Evidence

Management Response

Impact of outreach and service delivery to be more systematically gathered in 2017

7. Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change? (select the option from 1-3 that best reflects the project)

3: There is credible evidence that the project is reaching a sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.

2: While the project is currently not at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).

1: The project is not at scale, and there are no plans currently to scale up the project in the future.

Evidence

Outreach for awareness and service delivery to the most vulnerable documented to contribute to change and will be scaled up in 2017 with the operation of the buses

Social & Environmental Standards

Quality Rating: Exemplary

8. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

3: Credible evidence that the project furthers the realization of human rights, on the basis on applying a human rights based approach. Any potential adverse impacts on enjoyment of human rights are actively identified, managed and mitigated through the project's management of risks. (all must be true to select this option)

2: Some evidence that the project furthers the realization of human rights. Potential adverse impacts on the enjoyment of human rights have been identified, and are adequately mitigated through the project's management of risks.

1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights are managed.

Evidence

Management Response

Yes, project directly addresses rights of the most vulnerable

9. Are social and environmental impacts and risks (including those related to human rights, gender and environment) being successfully managed and monitored in accordance with project document and relevant action plans? (for projects that have no social or environmental risks the answer is "Yes")

Yes

No

Evidence

Yes (as no such risks)

10. Are unanticipated social and environmental issues or grievances that arise during implementation assessed and adequately managed, with relevant management plans updated? (for projects that have not experienced unanticipated social and environmental risks or grievances the answer is "Yes")

Yes

No

Evidence

None experienced

Management & Monitoring

Quality Rating: Satisfactory

11. Is the project's M&E Plan being adequately implemented? (select the option from 1-3 that best reflects the project)

3: The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project's RRF is being reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (all must be true to select this option)

2: The project has a costed M&E Plan, and most baselines and targets are populated. Progress data against indicators in the project's RRF is collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources are not always reliable. Any evaluations conducted, if relevant, meet most decentralized evaluation standards. Lessons learned have been captured but may not have been used to take corrective actions yet. (all must be true to select this option)

1: The project has an M&E Plan, but costs are not clearly planned and budgeted for, or are unrealistic. Progress data is not being regularly collected against the indicators in the project's RRF. Evaluations may not meet decentralized evaluation standards. Lessons learned are rarely captured and used. Select this option also if the project does not have an M&E plan.

Evidence

Management Response

All information gathered and will be incorporated in Q1 2017

12. Is project's governance mechanism (i.e., the project board or equivalent) functioning as intended? (select the option from 1-3 that best reflects the project)

- 3: The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviews and uses evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)
- 2: The project's governance mechanism has met in the agreed frequency and the minutes of the meeting are on file. A project progress report has been submitted to the project board or equivalent at least once in the past year, covering results, risks and opportunities. (both must be true to select this option)
- 1: The project's governance mechanism has not met in the frequency stated in the project document over the past year and/or the project board or equivalent is not functioning as a decision making body for the project as intended.

Evidence

Management Response

Progress report as part of project board submitted, and to be further developed for 2016 and submitted at next project board meeting in Q1 2017

13. Are risks to the project adequately monitored and managed? (select the option from 1-3 that best reflects the project)

- 3: The project has actively monitored risks every quarter including consulting with key stakeholders at least once in the past year to identify continuing and emerging risks to project implementation and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. (all must be true to select this option)
- 2: The project has monitored risks every quarter, as evidenced by an updated risk log. Some updates have been made to management plans and mitigation measures.

1: The risk log has not been updated every quarter as required. There may be some evidence that the project has monitored risks that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks.

Evidence

Management Response

Risk log updated offline, to be updated in ATLAS

Efficient

Quality Rating: Highly Satisfactory

14. Adequate resources have been mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

Yes

No

Evidence

Adequate resources, and further resource mobilization to be undertaken in 2017

15. Are project inputs procured and delivered on time to efficiently contribute to results? (select the option from 1-3 that best reflects the project)

3: The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true to select this option)

2: The project has an updated procurement plan. The project annually reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true to select this option)

1: The project does not have an updated procurement plan. The project may or may not have reviewed operational bottlenecks to procuring inputs in a timely manner, however management actions have not been taken to address them.

Evidence

Management Response

plans undertaken and followed

16. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results? (select the option from 1-3 that best reflects the project)

3: There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and seek efficiencies wherever possible (e.g. joint activities.) (both must be true to select this option)

2: The project monitors its own costs and gives anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there is no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinates activities with other projects to achieve cost efficiency gains.

1: There is little or no evidence that the project monitors its own costs and is considering ways to save money beyond following standard procurement rules.

Evidence

Regular financial reviews, and also coordination with two other projects, so across three project staffing resources shared

Effective

Quality Rating: Highly Satisfactory

17. Is the project on track to deliver its expected outputs?

Yes

No

Evidence

Although some delay due to TC Winston

18. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed? (select the option from 1-3 that best reflects the project)

3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. Any necessary budget revisions have been made. (both must be true to select this option)



2: There has been at least one review of the work plan during the year to assess if project activities are on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned has been used to inform the review(s). Any necessary budget revisions have been made.

1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs are delivered on time, no link has been made to the delivery of desired development results. Select this option also if no review of the work plan by management has taken place over the past year.

Evidence

Management Response

One review undertaken, and lessons learned developed, budget revisions undertaken

19. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected? (select the option from 1-3 that best reflects the project)

3: The project is targeting specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected and adjustments were made if necessary to refine targeting. (all must be true to select this option)

2: The project is targeting specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There has been some engagement with beneficiaries in the past year to assess whether they are benefiting as expected. (all must be true to select this option)

1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There may have been some engagement with beneficiaries to assess whether they are benefiting as expected, but it has been limited or has not occurred in the past year.

Not Applicable

Evidence

Outreach missions to the most remote areas and strong engagement with the most vulnerable

20. Are at least 40 per cent of the personnel hired by the project, regardless of contract type, female?

Yes

No

Evidence

100% women

Sustainability & National Ownership

Quality Rating: Satisfactory

21. Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project? (select the option from 1-3 that best reflects the project)

3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) are used to fully implement and monitor the project. All relevant stakeholders and partners are fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true to select this option)

2: National systems (i.e., procurement, monitoring, evaluation, etc.) are used in combination with other support (such as country office support or project systems) to implement and monitor the project, as necessary. All relevant stakeholders and partners are fully and actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true to select this option)

1: There is relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.

Not Applicable

Evidence

Management Response

DIM

22. There is regular monitoring of changes in capacities and performance of national institutions and systems relevant to the project. The implementation [arrangements](#) have been adjusted according to changes in partner capacities. (select the option from 1-3 that best reflects the project)

3: In the past year, changes in capacities and performance of national institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including HACT assurance activities. Implementation arrangements have been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (both must be true to select this option)

2: In the past year, aspects of changes in capacities and performance of relevant national institutions and systems have been monitored by the project using indicators and reasonably credible data sources including HACT assurance activities. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. (both must be true to select this option)

1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.

Not Applicable

Evidence

Management Response

This has been undertaken for the Legal Aid Commission, with final data for 2016 being analysed in February 2017

23. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity). (select the option from 1-3 that best reflects the project)

3: The project's governance mechanism has reviewed the project's sustainability plan in the past year, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. The plan has been adjusted according to progress as needed. (both must be true to select this option)

2: There has been a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan.

1: The project may have a sustainability plan, but there has not been a review of this strategy since it was developed. Also select this option if the project does not have a sustainability strategy.

Evidence

Management Response

Ongoing review

QA Summary/Project Board Comments:

## Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

### Project Information

<b>Project Information</b>	
1. Project Title	Rights, Empowerment and Cohesion for rural and urban Fijians (REACH) Project
2. Project Number	Award: 00083209. Project: 00095482.
3. Location	Fiji

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

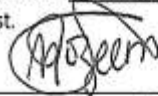
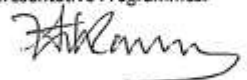

<b>QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?</b>
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach.</i>
The Project Design includes measures to assist the Fiji Government to realise (respect, protect and fulfill) and implement human rights as identified under the Constitution of the Republic of Fiji (Bill of Rights). The Project enhances the availability, accessibility and quality of benefits and services for potentially marginalized individuals and groups through the mobile services to be undertaken by the Ministry of Women, Children and Poverty Alleviation; and the Legal Aid Commission. The Project supports meaningful participation and inclusion of all stakeholders in processes that may impact them and also provides meaningful means for local communities to raise concerns. The Project contributes to the development of the capacities of 'duty-bearers' to meet their obligations and of 'rights-holders' to claim their rights.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
The Project Design benefits from gender analysis and applies a meaningful participatory process for engaging women's voices. The Project incorporates sex-disaggregated data and gender statistics and specific, measureable indicators related to gender equality and empowerment; with the RRF including outputs and indicators to address gender inequality issues. The Project scores 3 as the ATLAS Gender Marker – Gender Equality is a principal objective.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The Project Design has no negative environmental effects. The Project Design incorporates the purchase of transportation assets, and as far as possible in the context of Fiji the specification of low emission transportation assets will be included in the specifications as part of the procurement processes.

**Part B. Identifying and Managing Social and Environmental Risks**

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6.</i>		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?	
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.	
No Risks Identified					
<b>QUESTION 4: What is the overall Project risk categorization?</b>					
Select one (see SESP for guidance)			Comments		
Low Risk			<input checked="" type="checkbox"/>	This Project includes activities with no risks of adverse social or environmental impacts.	
Moderate Risk			<input type="checkbox"/>		
High Risk			<input type="checkbox"/>		
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>					
Check all that apply			Comments		
Principle 1: Human Rights			<input type="checkbox"/>	No Risks Identified	
Principle 2: Gender Equality and Women's Empowerment			<input type="checkbox"/>		
1. Biodiversity Conservation and Natural Resource Management			<input type="checkbox"/>		
2. Climate Change Mitigation and Adaptation			<input type="checkbox"/>		
3. Community Health, Safety and Working Conditions			<input type="checkbox"/>		
4. Cultural Heritage			<input type="checkbox"/>		
5. Displacement and Resettlement			<input type="checkbox"/>		

	6. <i>Indigenous Peoples</i>	<input type="checkbox"/>
	7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>

### Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor - <u>Mohammed Mozeem</u> , Governance Analyst. 	2015	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver - <u>Asenaca Ravuvu</u> , Assistant Resident Representative Programmes. 	2015	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair - <u>Akiko Fujii</u> , Deputy Resident Representative. 	2015	<p>UNDP chair of the PAC (held on 9 June 2015). Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.</p> <p>The PAC, held on 9 June 2015, consider the aspects of environmental sustainability within the context of the procurement of the transportation assets in agreeing that the vehicles should be 'eco' and that a feasibility study will be conducted with the UNDP Environment Team Leader to provide input on eco-friendly practices.</p> <p>The full Social and Environmental Screening Procedure was undertaken initially as part of the original design and also as part of the Application Form for Grant Aid from Japan (Screening Format (Environmental and Social Considerations).</p>

## ANNEX 3 - RISK LOG

<b>Project Title: REACH</b>	<b>Award ID: 00083209 /00095482</b>	<b>Date: Based on 2015 entry</b>
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#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	<i>Enter a brief description of the risk</i>	<i>When was the risk first identified</i>	<i>Environmental Financial Operational Organizational Political Regulatory Strategic Other</i>	<i>Potential effect on the project if this risk were to occur by using Probability (P) on a scale from 1 (low) to 5 (high) and Impact (I) on a scale from 1 (low) to 5 (high).</i>	<i>What actions have been taken/will be taken to counter this risk</i>	<i>Who has been appointed to keep an eye on this risk</i>	<i>Who submitted the risk</i>	<i>When was the status of the risk last checked</i>	<i>Monitoring, reducing, increasing, no change</i>
1	Organisational and political environment impacts on project implementation through events such as change of government after elections or leadership change in stakeholder organisations	Jun 15	Political Organisational	Probability - 2 Impact - 3	Build trust through continuous dialogue with government and other stakeholders giving rise to: <ul style="list-style-type: none"> <li>flexible implementation strategies</li> <li>strong stakeholder ownership</li> <li>enhanced accountability processes through oversight by Project Board</li> <li>build formal and informal networks with a broad spectrum of leaders across and within sector agencies, and with other stakeholders including NGOs.</li> </ul>	UNDP	Project Manager	Jul 17	Monitoring
2	Challenges within Legal Aid Commission & Ministry to implement and participate in project	Jun 15	Operational Organisational	Probability - 2 Impact – 2	With stakeholders careful and pragmatic prioritisation, planning and sequencing of project activities with:	UNDP	Project Manager	Jul 17	Monitoring

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	activities such as absorptive capacity to adopt change or resistance to change or implementation				<ul style="list-style-type: none"> <li>project activities reflected in stakeholders annual plans</li> <li>updates to Project Board on potential challenges and mitigation strategies identified early</li> <li>identify change leaders</li> <li>avoid over ambitious scheduling and ensure appropriate pace of implementation to avoid 'project fatigue' and to match to absorptive capacity</li> <li>ensure scope of activities and terms of references are endorsed by stakeholders</li> </ul>				
3	Change in priority areas for stakeholders resulting in lack of priority to implement project activities	Jun 15	Political Organisational Strategic	Probability - 1 Impact - 2	<p>Through Project Board ongoing review on Project Theory of Change and adjustments if feasible:</p> <ul style="list-style-type: none"> <li>review Project Theory of Change following the six month project inception period and informed by the Access to Justice Assessment</li> <li>review Project Theory of Change throughout the project</li> <li>some flexibility in project design, for example in selection of training topics</li> <li>avoid abrupt and unilateral changes adopting a more measured response</li> <li>identify priorities through annual planning processes along with long term guide points</li> </ul>	UNDP	Project Manager	Jul 17	Monitoring
4	Lack of sector coordination to enable	Jun 15	Strategic	Probability - 2	Encourage establishment of sector coordination mechanisms:	UNDP	Project Manager	Jul 17	Monitoring



#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	effective implementation of changes under the project		Organisational	Impact – 2	<ul style="list-style-type: none"> <li>regular stakeholder meetings with inclusion of wider selection of stakeholders where appropriate</li> <li>seek opportunities in programme to involve wider range of stakeholders</li> <li>ensure open and transparent reporting of project activities within the sector</li> </ul>				
5	Legal Aid Commission & Ministry not able to cope with increased demand for services, that in part are a result of project awareness raising activities and then also reflect negatively on stakeholders and project credibility	Jun 15	Organisational	Probability - 2 Impact – 2	<p>Project activities designed to support efficiency and effectiveness measures for Legal Aid Commission and Ministry to match increasing demands:</p> <ul style="list-style-type: none"> <li>support to development of strategic and annual planning documents and associated financial documents that include provision for increased resources</li> <li>prioritise implementation of project activities that relate to efficiency measures</li> <li>support to develop potential strategies for alternative arrangements for service delivery</li> </ul>	UNDP	Project Manager	Jul 17	Monitoring
6	Lack of Government funding in budget allocations and distribution to sector insufficient to meet service delivery requirements which impacts on participation in project activities and	Jun 15	Financial	Probability - 2 Impact - 3	<p>Provision of support to Legal Aid Commission and Ministry to facilitate budgetary processes</p> <ul style="list-style-type: none"> <li>support to development of strategic and annual planning documents and associated financial documents that include provision for increased resources</li> </ul>	UNDP	Project Manager	Jul 17	Monitoring

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	project credibility				<ul style="list-style-type: none"> <li>• support to data collection, analysis and reporting to demonstrate sector results</li> <li>• support to project visibility and communication actions to promote achievements and evidence based results</li> <li>• support to develop potential strategies for alternative arrangements for service delivery</li> <li>• where considered relevant, support for a strategy to increase Development Partners engagement with Legal Aid Commission and Ministry</li> </ul>				
7	Reduction in ownership and engagement by stakeholders in project results in delays or halt to project implementation	Jun 15	Political Strategic	Probability - 1 Impact - 3	<p>Application of best practice project management and change management skills through:</p> <ul style="list-style-type: none"> <li>• engage in continuous engagement and dialogue and encourage regular review of Project Theory of Change</li> <li>• ensure project activities remain related to long term organisational plans</li> <li>• ensure active participation and robust dialogue in Project Board Meetings</li> </ul>	UNDP	Project Manager	Jul 17	Monitoring
8	Inflated level of stakeholder expectations that are not met results in negative perceptions of the project	Jun 15	Strategic	Probability - 1 Impact - 3	<p>Appropriate project management arrangements established and maintained:</p> <ul style="list-style-type: none"> <li>• ensure stakeholder understanding of project management tools, including annual work planning processes, corporate</li> </ul>	UNDP	Project Manager	Jul 17	Monitoring

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
					procurement practices and timelines <ul style="list-style-type: none"> <li>ensure project is fully staffed and supporting project teams provide effective and timely services</li> <li>Project Board monitoring and oversight</li> </ul>				
9	Natural disasters that impact directly on stakeholder priorities and service delivery and ability to implement and participate in activities under the project	Jun 15	Environmental	Probability - 2 Impact – 1	Ensure flexible schedule for activity implementation to minimise potential impact on outputs and ensure sequenced and timely implementation of project activities, with adjustments made where necessary	UNDP	Project Manager	Jul 17	Monitoring

## ANNEX 4

### Project Board Terms of Reference

#### **Overall responsibilities**

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards<sup>17</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

#### **Specific responsibilities**

##### *Initiating a project*

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;

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<sup>17</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

### *Running a project*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

### *Closing a project*

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

## **Executive**

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

### **Specific Responsibilities** (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

- The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

### **Senior Beneficiary**

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

#### **Specific Responsibilities** (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored
- Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

### **Senior Supplier**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

#### **Specific Responsibilities** (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project
- If warranted, some of this assurance responsibility may be delegated (see also the section below)

### **Project Assurance**

**Overall responsibility:** Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

**Specific responsibilities** would include:

#### *Initiating a project*

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;

- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

#### *Running a project*

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

#### *Closing a project*

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.



## ANNEX 5

### Supplemental Provisions to the Project Document

#### General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of Fiji, the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

#### (a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing [https://www.youtube.com/watch?v=PT2\\_F-1esPk](https://www.youtube.com/watch?v=PT2_F-1esPk)Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.
8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager<sup>18</sup> who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. The Project Manager shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.
5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

#### Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and

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<sup>18</sup> May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
  - a. Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
  - b. Be immune from national service obligations;
  - c. Be immune together with their spouses and relatives' dependent on them from immigration restrictions;
  - d. Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
  - e. Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
  - a. The salaries or wages earned by such personnel in the execution of the project;
  - b. Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
  - c. Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
  - d. As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile

per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6. The Government shall ensure:
  - a. prompt clearance of experts and other persons performing services in respect of this project; and
  - b. the prompt release from customs of:
    - (i) equipment, materials and supplies required in connection with this project; and
    - (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

#### Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

## ANNEX 6

### Map of the Offices of the Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission



Theory of Change – ‘Change Pathway’ Diagram

