UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Fiji

Project Title: Fiji Police Force Support Project
Project Number: 00122730
Implementing Partner: United Nations Development Programme (Direct Implementation)
Start Date: June 2020   **End Date:** 30 June 2024   **PAC Meeting date:**

Brief Description
This project will place emphasis on improving the ability of the Fiji Police Force to provide early access to justice and promote gender equality and empowerment of all women and girls. The Fiji Police Force has been identified as a key justice institution with an entry point for early access to justice, along with links to other institutions, and will be strengthened under this project. The project seeks to provide support to the Fiji Police Force to become more transparent, accountable and effective through strengthening early access to justice processes in criminal proceedings and strengthening the victim-centred approach to investigations. The project will be guided by the strategic vision and mission of the Fiji Police Force and the *Fiji Five-Year & Twenty-Year National Development Plan: Transforming Fiji* (2017). To achieve the aims of a transparent, accountable and effective police force, the project will focus on capacity development of police officers and will involve training, procurement of equipment, development of curricula, learning tools and manuals and standard operating procedures. In addition, the project will involve ongoing collaboration with key justice stakeholders and CSOs, and citizen engagement. The proposed time frame for support is four years. This allows for the continuity of progress made under the UNDP supported Pilot project of the First-Hour Procedure and Video-Recorded interviews and the smooth transition of the initiatives under the Pilot from pilot level to mainstream practice within the Fiji Police Force.

Contributing Outcome UNPS 2018-2022:
Outcome 5: Governance and Community Engagement.
Outcome 2: Gender Equality.
Indicative Output(s) with gender marker:
Output 1: Support national and sub-national capacities for planning, coordination and crisis management (Police COVID-19). (Gen 2)
Output 2: Enhanced access to justice and implementation of the UNCAT in Fiji. (Gen 2)
Output 3: Enhanced capacity of justice institutions to apply an inclusive and human-rights based approach in empowering women and girls. (Gen 3)

Total resources required:		USD 4,275,532
Total resources allocated:	**UNDP TRAC:**	
	Donor:	USD 4,275,532
	Government:	
	In-Kind:	
Unfunded:		

Agreed by:

Government	UNDP
Print Name:	Print Name:
Date:	Date:

Contents

I.   DEVELOPMENT CHALLENGE

The Constitution of the Republic of Fiji, which came into force on 7 September 2013, states in Chapter 1 that Fiji is founded on the values of, inter alia, respect for human rights; freedom and the rule of law; and an independent, impartial, competent and accessible system of justice; Chapter 6, Part B of the Constitution outlines the establishment of the Fiji Police Force.[1] Chapter 2 of the Bill of Rights provides for the rights of arrested, detained and accused persons and access to courts and tribunals.[2] The Fiji Police Force is mandated to enforce the laws of Fiji, maintain law and order, and prevent and detect crime;[3] however, the Fiji Police Force has limited capacities to discharge its duties and responsibilities, particularly in relation to the promotion of a transparent, accountable and effective criminal justice system, the provision of early access to justice and commitments to achieving gender equality and empowerment of all women and girls. As the first point of contact with the formal justice system, it is imperative that the Fiji Police Force has the capacity to carry out its mandate in a transparent, accountable and effective manner ensuring access to justice for all. Access to justice has been identified as one of the most important concerns of the impoverished and vulnerable, and essential for poverty eradication and addressing inequality and exclusion.[4]

To address existing and potential concerns regarding the possible culture of impunity among police, it was acknowledged that torture during interrogation has been an issue in Fiji. The 2014 National Report to the Human Rights Council acknowledged allegations of torture and police brutality and advised that internal investigations had been instituted to address such matters, demonstrating that the Fiji Police Force is not immune from investigations into alleged acts of brutality.[5] The Fiji Police Force has taken significant steps with a view to eradicating such concerns, improving early access to justice in criminal proceedings, and improving the treatment of suspects and those in detention.

Problem Tree

Fiji Police Force with limited capacity and resources to serve the citizens of Fiji in relation to access to justice, rights and services in the criminal justice system.

Development Challenge

Lack of capacity and expertise among the Fiji Police Force; Lack of outreach and public engagement

Immediate Causes

Use of outdated procedures; inexperienced Fiji police officers

Underlying Causes

Lack of collaboration and accountability between justice stakeholders

Structural/Root Causes

Justice sector stakeholders including the Fiji Police Force, Judicial Department, the Office of the Director of Public Prosecution, the Legal Aid Commission and the Human Rights and Anti-Discrimination Commission, previously identified two priority criminal justice issues to be addressed to further enshrine rights under the Constitution. These two areas relate to the processes/rights of when a person is first arrested and detained by the police (the First-Hour Procedure) and thereafter the processes/rights during the interview by the police following cautioning (Video-Recorded Interviews). Following the ratification of

---

[1] Constitution of the Republic of Fiji, Chapter 1; Chapter 6, Part B.
[2] Constitution of the Republic of Fiji, Sections 21-43.
[3] Police Act 1965.
[4] World Bank Voices of the Poor, 2000; UNDP Human Development Report, 1994; World Bank Development Report, 2011.
[5] Fiji, National report submitted in accordance with paragraph 5 of the annex to Human Rights Council resolution 16/21; 26th August 2014

the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (UNCAT) in 2016, further impetus was assigned to address these issues and a desire to improve practices to ensure stronger/reinforce alignment with obligations under UNCAT.

There is recognition that police reform should meet the needs of different demographics in society and the integration of gender issues is also key to effectiveness and accountability of the police, local ownership and legitimacy of the reform process.[6]

Violence against women, whether it is intimate partner violence or sexual violence in broader societal settings is reported at near epidemic levels in the Pacific, with over one third of women having experienced intimate partner violence and the percentage of women in Kiribati, Fiji, Papua New Guinea, Samoa, Tonga, the Solomon Islands and Vanuatu who have reported experiences of sexual violence in their life is reported as averaged between 60 and almost 70 percent. Most women who experience intimate partner violence do not seek help from police, other authorities or services. The *Fiji Five-Year & Twenty-Year National Development Plan: Transforming Fiji* notes that sexual and gender-based violence is of particular concern to the country, and outlines several areas of engagement for the Fiji Police Force to focus on in its development.

As a victim's first point of contact with the formal justice system, it is imperative that the police are equipped to deal with victims' complaints. Research conducted by Fiji Women's Rights Movement revealed that 60 percent of women surveyed faced difficulties in reporting alleged domestic violence to the police as 'police told them to resolve the issue within the family or village or the police did not take what they said seriously' and they considered how they would be treated by the police as a factor in deciding to visit the police. Of the women who reported their cases to the police, half said they felt safe in the police station; 18 percent said the police had sexually harassed or threatened them; 38 percent were referred to other services such as safe housing, medical and counselling services; and 40 percent said the police tried to act as counsellors and reconcile them with their partner, refused to take any action following their complaint, and delayed serving the domestic violence restraining order.[7]

Fiji Women's Rights Movement's research also revealed that two thirds of victims of sexual offences prosecuted by the Office of the Director of Public Prosecutions are children under 18 years of age, highlighting the need for specialist skills in cases involving allegations of child sexual offences. It is noted that there is only one location in Fiji (Totogo Police Station), which has a 'home set up' for interviewing child victims. Such a set-up is preferred over the typical police station setting so as to make the child more comfortable during their interview. Best practice provides that active consideration be given to the location of an interview and the layout of the room in which the interview is to take place.[8]

Need for Fiji Police Force outreach and citizen engagement, particularly with vulnerable groups

In light of the high levels of sexual and gender-based violence in Fiji, such citizen engagement is considered imperative to ensure that vulnerable groups have access to the police and the formal justice system. In the *Fiji Five-Year & Twenty-Year National Development Plan: Transforming Fiji*, the Fiji Police Force is tasked to "Improve police responses to gender-based crimes (Domestic Violence, Rape, Sexual Assault, child sex abuse) to attract more reporting, detection of perpetrators and justice administration."[9] In addition, Fiji Women's Rights Movement has recommended that the Fiji Police Force deliver clear and uniform information to the public regarding Domestic Violence Restraining Orders applications and the process.[10] Citizens and communities can play an important role in ensuring citizen engagement with the police as engagement can depend on perception and may be based on the experiences of others with the police. For this purpose, outreach activities ought to inform the public of the role of the police in criminal

---

[6] Police Reform and Gender; Geneva Centre for the Democratic Control of Armed Forces/ United Nations-INSTRAW/ OSCE/ODIHR; Tara Denham; 2008

[7] Balancing the Scales, Improving Fijian Women's Access to Justice; Fiji Women's Rights Movement, November 2017

[8] Achieving Best Evidence in Criminal Proceedings- Guidance on interviewing victims and witnesses, and guidance on using special measures; Ministry of Justice United Kingdom; March 2011

[9] Five-Year & Twenty-Year National Development Plan: Transforming Fiji. Ministry of Economy, Republic of Fiji. November 2017.

[10] Balancing the Scales, Improving Fijian Women's Access to Justice; Fiji Women's Rights Movement, November 2017 (pg. 27)

proceedings and in particular, allegations of domestic violence. The Fiji Police Force acknowledge that community trust and confidence is critical to its work and places an emphasis on organisational integrity.

Need for continued and enhanced collaboration and accountability between justice stakeholders

Enhancing collaboration between the justice stakeholders has a positive impact on the ability of the stakeholders to communicate with one voice, working towards the same goal. Consistent collaboration between justice stakeholders in order to discuss, adopt and implement changes to the criminal justice process is vital as changes require adoption by the entirety of actors in the justice system. Such was seen with the Pilot of the First-Hour Procedure and Video-Recorded Interviews which was implemented by the FPF from 2016 to present, wherein the collaborative efforts of the stakeholders ensured the adoption and implementation of early access to justice initiatives. It is imperative that buy in is obtained from all stakeholders otherwise bottlenecks arise resulting in an ineffective initiative.

In terms of accountability, it is noteworthy that the actions of one justice stakeholder have a ripple effect on all other stakeholders and it is the responsibility of all stakeholders to hold each other accountable in order to strive for an effective and independent justice system. The need for continued and enhanced collaboration and accountability between justice stakeholders will greatly assist in the progress and achievement of the outcomes envisaged by this project, as both existing and new initiatives are implemented.

Need for consistent and professional COVID-19 response

Further to the analysis of the development challenges above, as the world grapples with the impact and effect of the COVID-19 pandemic, key institutions that offer public service such as the police are faced with the significant task of enabling business continuity while taking adequate precautions as not to exacerbate the pandemic through further spread of the virus. In this regard, the Fiji Police Force needs to increase its capacity to conduct its business in this new context while deploying effective measures to protect members of the police force and the public.

Fiji confirmed its first COVID-19 case on 19 March 2020, and has since managed the spread of the virus through the country by implementing restrictions on movement, gatherings and public spaces. Lautoka, Suva and Labasa have all been placed under lockdowns, most of which have been lifted. The country remains in a containment stage with the grounding of international travel, continued limitations on domestic travel, and a Fiji-wide curfew (10 pm-5 am) commenced on 30 March 2020.

The Fiji Police Force consists of 4,438 officers who serve the Fiji population of 884,887 (494,252 urban and 390,635 rural)[11]. The police are the primary enforcers of the government response to COVID-19, and have been charged with administering roadblocks, patrolling lockdown areas, patrolling during curfew, and supporting the Fiji contact tracing team. The FPF also continues to carry out its other day-to-day functions.

The Fiji Police Force has already implemented measures such as 12-hour shift rotation (reducing contact between officers) and the release of recruit officers (enhancing police visibility), similar practices are being implemented by police forces globally in response to the crisis. However, the Police lack basic protective equipment that is necessary for them to carry out the tasks associated with COVID monitoring and containment, which, if the situation escalates, could have a dire impact on the overall safety and security situation in Fiji.

---

[11] Fiji Bureau of Statistics, 2017 Census https://www.statsfiji.gov.fj/statistics/2007-census-of-population-and-housing

II. STRATEGY

In response to the development challenge detailed above, this project seeks to enhance early access to justice for those in conflict with the law and access to justice for victims of sexual and gender-based violence. The project will support the criminal justice stakeholders of Fiji and in particular, the Fiji Police Force, to become more effective and efficient, and build the police capacity for outreach and citizen engagement.

The project is guided by the *Fiji Five-Year & Twenty-Year National Development Plan: Transforming Fiji*, the results of consultations with the Fiji Police Force; the findings of the Access to Justice Assessment conducted in 2018; various reports and literature referred to in the preceding section regarding the development challenge; and the lessons learned through the UNDP-implemented pilot, the Pacific Security Sector Governance Project and the obligations of the Fijian government under the UNCAT. The assistance offered by the project is complimentary to the priority areas of the Fiji Police Force and the other justice stakeholders and assists in building ownership among the stakeholders.

With a view to building on the achievements of the pilot project, UNDP consulted with the Fiji Police Force in 2020 to ascertain areas of support which the Fiji Police consider to be of priority. Following consultation with the Fiji Police, and having cognisance of the *Fiji Five-Year & Twenty-Year National Development Plan: Transforming Fiji*, which includes a vision for the Fiji Police Force, it was concluded that the following areas be targeted to promote a transparent, accountable and effective criminal justice system with commitments to achieving gender equality and empowerment of all women and girls:

- Strengthening the early access to justice processes in criminal proceedings across the justice sector to ensure individual rights are upheld, reduction in pre-trial detention and the promotion of transparent and accountable police practices.
- Support to implementation of UNCAT and strengthening the cooperation between all justice stakeholders.
- Strengthening the victim-centred approach to police investigations and within the justice system as a whole, with particular focus on vulnerable victims.
- Strengthen policing institutional frameworks, systems, processes and capacities for effectiveness, reliability, relevancy, transparency and accountability.
- Enhance the overall service delivery in line with international best practices, reach and inclusiveness of the Fiji Police Force.
- Support efforts to localize, implement and report with disaggregated data on SDG 16, particularly related to the targets focused on effective, accountable and transparent institutions, the rule of law and access to justice, and incorporating disaggregated data to identify impact on gender equality, as well as the efforts to implement UNCAT.

UNDP is one of the main, and globally-recognised UN actors working in Fiji in access to justice and has gained a strong positive reputation for being able to establish and effectively deliver large programmes in challenging, complex and politically sensitive environments, adopting innovative approaches, with the design for the Fiji activities being based on the most recent global best practice evidence for successful justice programming. As illustrated by the Pilot project, whilst addressing a specific justice challenge, the approach taken was through the entire 'justice chain' and not merely focussed on one particular institution; the Pilot of the First Hour Procedure and Video Recorded interviews is a collaborative effort of the Fiji Police Force, Office of the Director of Public Prosecutions, Legal Aid Commission, Human Rights and Anti-Discrimination Commission and the Judicial Department. This project is complimented and indeed compliments other UNDP implemented effective governance projects. The UNDP-implemented Fiji Access to Justice Project supports access to justice for impoverished and vulnerable groups through empowering people to access legal rights and services through key justice institutions, while strengthening those institutions to undertake improved service delivery. Under the project, UNDP supports the Judicial Department, Legal Aid Commission and the Human Rights and Anti-Discrimination Commission to deliver justice services to Fijians.

Relationship to UNDP Strategic Plan and United Nations Pacific Strategy 2018-2022

The project falls directly under the **UNDP Strategic Plan (SP) 2018-2021** and responds to Signature Solution 2 to Strengthen effective, inclusive and accountable governance; and Signature Solution 6 to Strengthen gender equality and the empowerment of women and girls.

The project also falls directly under the **United Nations Pacific Strategy (UNPS) 2018-2022** and responds to Outcome 5: Governance and Community Engagement, "By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes; accountable and responsive institutions; and improved access to justice." The project corresponds to Outcome Indicator 5.2: Number of PICTs in which the unsentenced detainees as a proportion of the overall prison population has decreased.
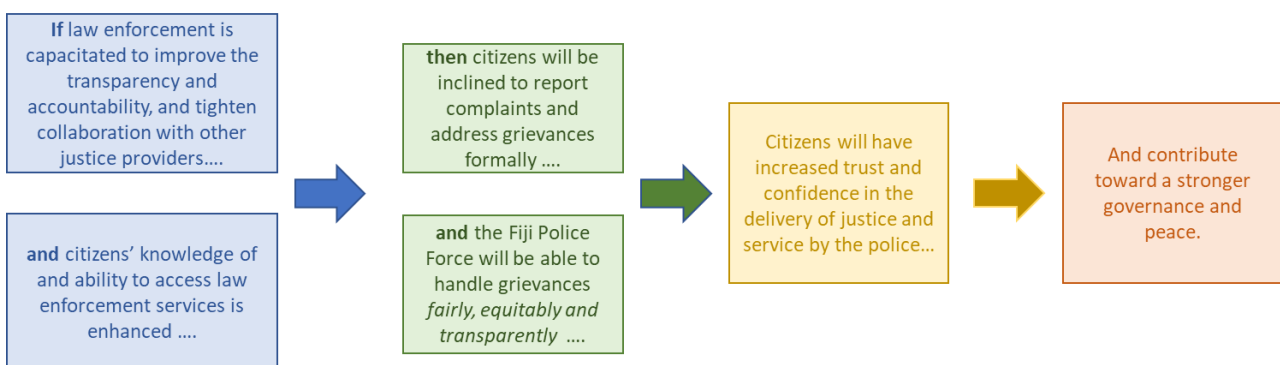
The project also contributes to Outcome 2: Gender Equality: "By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and treatment in social, economic and political spheres, contribute to and benefit from national development and live a life free from violence and discrimination." The project corresponds to the Outcome Indicator 2.2: Number of PICTs whose proportion of ever-partnered women and girls aged 15 and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age has decreased based on the latest available data; and Outcome Indicator 2.3: Number of PICTs whose proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence has decreased based on the latest available data.

The project also falls directly under the **Sub regional programme document for the Pacific Island Countries and Territories (SRPD) (2018-2022)**, which directly supports the implementation of the UNPS and in particular outlines its commitment to supporting the promotion of peaceful, inclusive societies by working with governments, justice and security sector institutions and civil society, to strengthen the rule of law and access to justice. Notably, the SRPD confirms support to address ongoing and emerging issues such as early access to justice.

Theory of Change

To respond to the development challenge that has been described in the earlier section, the project will apply a theory of change process to define how and why change will take place through the project based on the assumptions underlying the development challenge. The theory of change promotes effectiveness through predicting change pathways to inform planning with evidence of what has worked elsewhere based on available knowledge and helps to think about longer-term changes to embed sustainability of project results.

Theory of Change

If law enforcement is capacitated to improve the transparency and accountability, and tighten collaboration with other justice providers….

and citizens' knowledge of and ability to access law enforcement services is enhanced ….

then citizens will be inclined to report complaints and address grievances formally ….

and the Fiji Police Force will be able to handle grievances *fairly, equitably and transparently* ….

Citizens will have increased trust and confidence in the delivery of justice and service by the police…

And contribute toward a stronger governance and peace.

Through the pilot of the First Hour Procedure and Video Recorded Interviews, there exists a fair understanding of the development challenges faced by the Fiji Police Force. In addition to this, UNDP,

under the Fiji Access to Justice Project, undertook an Access to Justice Assessment, which details the operational, access and gender-related challenges that the project will seek to address. These have been identified in the previous section in relation to the development challenge. In addition, consultations with the key stakeholders have confirmed and elaborated on the various inputs needed to overcome the challenges previously identified. The project will commence in June 2020 following the conclusion of the pilot project, and continuing the support to the Fiji Police Force. The Office of the Assistant Commissioner for Police for Administration is the main partner within the Fiji Police Force for the provision of technical advice and support.

The theory of change for the project is that the Fiji Police Force will become more effective and efficient in discharging its duties and responsibilities in the criminal justice system through building the capacities of the Fiji Police, strengthening the collaboration and mutual accountability of the justice stakeholders and improving outreach and citizen engagement. Based on the rights and duties of the Fiji Police Force as identified in the Constitution of the Republic of Fiji together with the Standard Operating Procedures of the Fiji Police Force and international best practice in criminal law proceedings, this theory of change and change pathway have been developed utilising two complementary approaches and under four outcomes aimed at enhancing early access to justice, rights and services in the criminal justice system for suspects and victims and particularly for vulnerable groups.
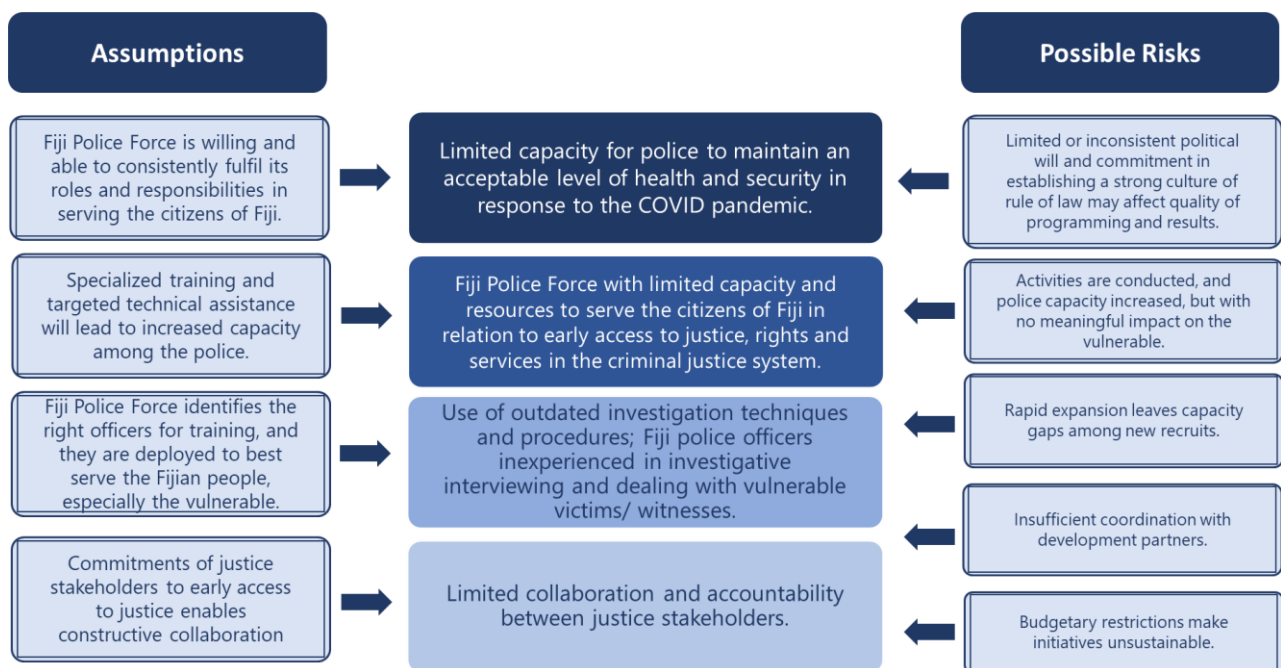
First, a human rights-based approach to development, which pays particular attention to the voice of disadvantaged and marginalised people. Through a human rights-based approach to access to justice focus is placed on ensuring that impoverished and vulnerable people are empowered to utilise the institutions that are most relevant for them in obtaining justice, while stressing the importance of strengthening the capacity of those institutions to deliver justice; facilitating a convergence between popular expectations and institutional capacities to respond, aiming to deepen the social contract.

Secondly, in addressing and prioritising the particular needs of women's access to justice, an approach is in line with recommendations of the Committee on the Elimination of All Forms of Discrimination against Women General Recommendation 33 on women's access to justice, which is founded on the 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. In the CEDAW, the general issues and recommendations on women's access to justice are detailed in six areas.

> **First**, that justiciability, 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 actions 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 to 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 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.

Change Pathway

The project is organized under four outputs aimed at strengthening the medium-long term capacity of the Fiji Police Force, strengthening the collaboration and mutual accountability of the justice stakeholders and improving outreach and citizen engagement. It also includes one output specifically focused on strengthening the Fiji Police Force's ability to respond to the additional requirements of the COVID-19 pandemic and related government response. <u>As such, all support will feed into the overall intended outcome of the project, namely, that early access to justice, rights and services in the Fiji criminal justice system is enhanced for suspects and victims and particularly for vulnerable groups.</u>

Issues

Limited capacity for police to maintain an acceptable level of health and security in response to the COVID pandemic.	Fiji Police Force with limited capacity and resources to serve the citizens of Fiji in relation to early access to justice, rights and services in the criminal justice system.	Use of outdated investigation techniques and procedures; Fiji police officers inexperienced in investigative interviewing and dealing with vulnerable victims/ witnesses.	Limited collaboration and accountability between justice stakeholders.

Change Pathway

Provision of equipment and training to deal with emergency situations during pandemics.	Investment in early access to justice capacities and technologies improves delivery of rights and services in the criminal justice system.	Provision of intensive mentoring and ongoing training in investigative interviewing and dealing with vulnerable victims/ witnesses to improve capacity.	Establish strong and consistent coordination mechanism between justice stakeholders to improve collaboration and accountability.

Activity Results

1.1: Improve the response capacity of the police. 1.2: Increase FPF visibility to bolster public confidence. 1.3: Improved protection of arrested and detained persons.	2.1: Support justice stakeholders in nationwide expansion of the Pilot of the First Hour Procedure and Video Recorded Interviews. 2.2: Support the Fiji Police Academy in early access to justice training and curriculum development. 2.3: Support Justice Stakeholder coordination in relation to early access to justice, investigative techniques, treatment during police detention and rights to a fair trial.	3.1: Support Fiji Police Force and justice institutions in implementing victim-based initiatives with clearly defined duty bearers and rights holders. 3.2: Fiji has enhanced capacity to localize, implement and report on the SDG 16 targets related to transparency, accountability, and the related targets on rule of law and access to justice, including cross cutting initiatives and reporting related to gender equality.

Outputs

Output 1: Support national and sub-national capacities for planning, coordination and crisis management (Police COVID).	Output 2: Enhance awareness and early access to justice in the criminal justice system and Fiji's implementation of the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.	Output 3: Enhance capacity, efficiency and accountability of the Fiji Police Force and justice institutions to apply an inclusive and human-rights based approach with commitments to achieving gender equality and empowerment of all women and girls.

In the development of the project strategy any potential environmental adverse impacts that could be caused by this project were 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) has been conducted to identify potential social and environmental impacts and risks, with the project assesses as no risks. The SESP report is attached at Annex 2.

III. RESULTS AND PARTNERSHIPS

Expected Results

The intended outcome of the project is that early access to justice, rights and services in the Fiji criminal justice system is enhanced for suspects and victims, and particularly for vulnerable groups. The expected results will be delivered according to the Results Framework, which lists the 'activities' and the pathway to the 'activity result' and then to the 'output' to contribute towards the 'outcome', shown also in Section V. The change we expect to see that will be attributable to the project is identified in the outputs with specified targets aligned to the identified indicators. The achievements of these outputs will contribute towards the achievement of the outcome.

The project will be delivered through four outputs:

Output 1: *Support national and sub-national capacities for planning, coordination and crisis management (Police COVID-19).*

UNDP will support the Fiji police in their efforts to respond to COVID-19, specifically in terms of protection of the police from contracting the virus, enhancing capacity to reach vulnerable communities and protection of arrested and detained persons. Ensuring that the Fiji Police Force has the necessary equipment to keep their officers safe, particularly those working at the frontlines of the COVID-19 crisis doing patrols, is critical for maintaining security across Fiji during this time of uncertainty. In dealing with an unseen threat, the Fiji Police must be confident in their own safety, security and health when dealing with the public in order to be able to approach their duties with the demeanour necessary to maintain calm.

Maintaining calm during a crisis not only relies on the Police's ability to respond professionally, but also on the ability of the public to act responsibly and understand their role in maintaining law and order. In this period of uncertainty, the provision of clear and timely information is crucial to ensuring the public understands the situation as it develops, and how they can work with the government and Police to maintain a safe community. UNDP will support the Fiji Police Force Communications and Media teams in creating information packages of video and audio materials for the public, which can be distributed through television, radio or phone. This will include materials on COVID-19, sexual and gender based violence, child sexual assault, burglary, theft etc.

The detention facilities are particularly problematic in pandemic situations, as these are the facilities that see a lot of traffic from the outside public. Detainees, most of whom will not be tested for COVID-19, will move in and out of these facilities, and detained in close quarters with others. This makes detention facilities particularly prone to spreading the virus. The Fiji Police Force has requested basic PPE and sanitary equipment to prevent the spread of any virus between detainees, and maintain a high level of hygiene and sanitation in the detention facilities.

In addition to this, the Fiji Police Force is interested in receiving training on specialised areas that have specific relevance to the current context. This could include topics such as dealing with stressful situations, arresting people in a hostile situation (eg. forced quarantine), de-escalation tactics, etc. The budget proposes securing video-conferencing licenses for all personnel in the force, which would allow for experts to be linked in for online presentations/trainings, which could be recorded and redistributed. This would reduce the need to bring people in, and avoid gathering officers together to watch the training videos.

Activity Result 1.1: Improve the response capacity of the police.
- 1.1.1 Supply personal protection equipment (PPE), including hygiene and sanitation facilities at roadblocks and basic equipment for medical checks while on patrol.
- 1.1.2 Training for officers on protection from COVID 19 in carrying out duties and on safety and usage of medical supplies, how to ration PPE.
- 1.1.3 Provision of counselling services to police officers, particularly those in lockdown environments.

Activity Result 1.2: Increase FPF visibility to bolster public confidence.

    1.2.1 Support the communications department of the FPF in the development of video and audio public service announcements (PSAs) and information pieces for the public, which can be distributed through television, radio or phone.

Activity Result 1.3: Improved protection of arrested and detained persons.

    1.3.1 Provision of PPE equipment for detainees and additional and hygiene/sanitary equipment for detention facilities.

    1.3.2 Facilitate online course for FPF work in times of crises/ how to deal with stressful situations/ arresting people in a hostile situation (eg. Forced quarantine).

Output 2: *Enhanced access to justice and implementation of the UNCAT in Fiji.*

The project will provide technical, capacity building and procurement support to the Fiji Police Force and other key justice actors to expand the Pilot of the First-Hour Procedure and Video-Recorded Interviews across Fiji. The technical assistance will encompass consultation with the key justice stakeholders throughout the staged roll out to ensure that the equipment utilised and procedures adopted are in line with the most up to date best international practices and procedures. A main component of the support is a capacity and professional development approach supporting police officers to continue the initiative under the project in the long term. Thus, the strategy places significant focus on the development of curricula at various policing levels within the Force and ensuring that the required knowledge and skills are available in the Force to continue such curricula development into the future. An essential element of the training and curricula will be investigative interviewing and achieving best evidence in investigations.

The strategy of supporting justice stakeholder coordination in relation to criminal proceedings acknowledges that in the absence of such coordination at the high levels of each justice institution, implementation and continuation of initiatives developed under this project will prove challenging. The project will seek to strengthen the coordination of the justice stakeholders in their efforts to enhance early access to justice in criminal proceedings. Such efforts serve to add to Fiji's efforts in implementing UNCAT, but also enhance access to justice for victims, which is elaborated upon further in Output 3. The initiatives which feed into a more efficient and effective justice system have an impact on the reduction of pre-trial detention, early provision of legal advice, investigative techniques, treatment during police detention, video recorded interviews and rights to a fair trial, including through accessing technical expertise through South-South exchange. The support will focus on coordination meetings between the justice stakeholders in relation to early access to justice and the measurement of the effectiveness of early access to justice initiatives; reporting on Fiji's implementation of UNCAT to the Human Rights Council; the provision of technical expertise where required; and capacity development through various means.

The project will build on the success of the pilot to ensure that the officers already trained are provided the opportunity to utilise, improve and develop their skills through various capacity development initiatives. Peer-to-peer learning and knowledge exchanges will build the capacities of the Fiji Police Force and the other justice stakeholders, positively inform their work, encourage professional development and networking opportunities on a cross-party basis.

Activity Result 2.1: Support justice stakeholders in nationwide expansion of the Pilot of the First Hour Procedure and Video Recorded Interviews.

    2.1.1 Provide training and capacity building for Fiji Police Force in relation to the First Hour Procedure, video recorded interviews and investigative interviewing.

    2.1.2 Procure video recording machines for installation in Fiji Police Stations together with maintenance support.

    2.1.3 Provide training and capacity building to transcribers of video recorded interviews.

    2.1.4 Procure necessary equipment for transcribers to include software, headsets and foot pedals.

Activity Result 2.2: Support the Fiji Police Academy in early access to justice training and curriculum development.

2.2.1 Provide training and capacity building for officers in the Fiji Police Academy to deliver training in early access to justice to various policing levels

2.2.2 Provide training and capacity building for officers in curriculum writing.

2.2.3 Provide technical support to the Fiji Police Academy in reviewing curricula at various policing levels in criminal investigations.

Activity Result 2.3: Support Justice Stakeholder coordination in relation to early access to justice, investigative techniques, treatment during police detention and rights to a fair trial.

2.3.1 Support the Justice Stakeholders in reporting on Fiji's implementation of UNCAT and other international human rights treaties and coordination on their implementation.

2.3.2 Provide technical support to the Justice Stakeholders in relation to initiatives enhancing early access to justice and torture prevention.

2.3.3 Provide coordination support to the Justice Stakeholders in terms of measurement of effectiveness of initiatives.

2.3.4 Support review and drafting of SOPs, practice directions, policies and legislation, through technical assistance, including through accessing technical expertise and South-South exchange.

2.3.5 Capacity development through trainings, mentorships, peer-exchange and attachments in peer institutions within the region and beyond, as well as through networking and knowledge products.

Output 3: *Enhanced capacity of justice institutions to apply an inclusive and human-rights based approach in empowering women and girls.*

Support to enhance the capacity, efficiency and accountability of the justice stakeholders to apply a more inclusive and human-rights based approach to the criminal justice system will focus on assisting the justice stakeholders in developing feasible solutions to the challenges identified and designing initiatives which commit to achieving gender equality and empowerment of all women and girls, and other vulnerable groups. The project seeks to integrate gender by virtue of the inclusion of gender-sensitive policies, protocols and procedures; gender training; and civil society collaboration.[12]

Building on the progress made in this area under the pilot, victim-centred initiatives will be supported. In this regard, the project will provide further specialised training to officers regarding interviews of vulnerable persons and victims of sexual and domestic violence. In addition, the Fiji Police Force will be supported in terms of capacity, technical and procurement to carry out video-recorded interviews with vulnerable victims, including children. Support will also be provided with regards to victim-centred identification methods and a Victim Charter with a view to minimising the re-traumatisation of victims. Supporting victims and witnesses in this regard serves to benefit the overall criminal justice process as victims and witnesses will be more likely to attend court to give evidence on behalf of the prosecution. With a view to enhancing accessibility to justice for all, the Fiji Police Force will be supported in publishing materials and knowledge products in relevant languages together with braille and sign language. It is noted that such was a recommendation of the Fiji Women's Rights Movement report for the Fiji Police Force to provide disability inclusive service information.

Additionally, in order to enhance Fiji's capacity to localize, implement and report on the SDG 16 targets related to transparency, accountability, and the related targets on rule of law and access to justice, including cross cutting initiatives and reporting related to gender equality- support will be provided for the integration of SDG 16 targets in police institutions, localising relevant indicators' design and reporting on progress through trainings, advisory support and national and regional workshops, including South-South exchange among policy makers, statistical offices and planning departments.

---

[12] Police Reform and Gender; Geneva Centre for the Democratic Control of Armed Forces/ United Nations-INSTRAW/ OSCE/ODIHR; Tara Denham; 2008

Activity Result 3.1: Support Fiji Police Force and justice institutions in implementing victim-based initiatives with clearly defined duty bearers and rights holders.

    3.1.1 Provide specialised training of officers (in Suva and more remote areas) in relation to victims of sexual offences; domestic violence; and interviewing of child victims.

    3.1.2 Support justice stakeholders to implement victim and witness video recorded statements by the provision of technical support, capacity building, procurement of necessary equipment and drafting of Standard Operating Procedures and Practice Directions.

    3.1.3 Support justice stakeholders to implement victim centred identification methods minimising re-traumatisation by the provision of technical support, capacity building, procurement of necessary equipment and drafting of Standard Operating Procedures and Practice Directions.

    3.1.4 Support the Fiji Police Force in researching and designing a Victim Charter.

    3.1.5 Support the Fiji Police Force in developing and publishing access to justice materials in braille and sign language.

Activity Result 3.2: Fiji has enhanced capacity to localize, implement and report on the SDG 16 targets related to transparency, accountability, and the related targets on rule of law and access to justice, including cross cutting initiatives and reporting related to gender equality.

    3.2.1 Support to Fiji for integrating relevant SDG 16 targets in police institutions, localising relevant indicators' design and reporting on progress through trainings, advisory support and national and regional workshops, including South-South exchange among policy makers, statistical offices and planning departments.

Resources Required to Achieve the Expected Results

The project resources required to achieve the expected results can be categorised into financial, technical and managerial categories. The financial resources are included on the Project Document cover page with donors funding indications indicated, and a detailed breakdown of how these financial resources will be allocated is included in the multi-year work plan in Section VII.

Resources in terms of staff time will be required from the Fiji Police Force and other justice sector stakeholders as cooperation and inputs from across the justice sector are required. Management services, financial management services, human resources, administration and procurement management services of the UNDP Pacific Office in Suva will be required to achieve the expected outputs and outcomes of the project.

In addition, engagement of technical expertise through the New Zealand Police and individual contractors will be required. These resources are embedded within the project activities and will be defined further in the annual work plans. Additional resources from partnerships with police forces from other common law jurisdictions and other United Nations agencies will be sought as expert resources in ensuring that project results are based on cutting-edge knowledge and international best practices.

Partnerships

UNDP has a clear advantage to implement this project based on global expertise in the area of inclusive and effective democratic governance, which includes successful access to justice programming globally and in Fiji; combined with an existing presence in Fiji and an existing relationship with the Fiji Government in the implementation of a range of activities and projects that contribute towards effective governance. The project involves a key partnership with the Fiji Police Force and partnerships with the other key justice stakeholders, including the Judicial Department, Legal Aid Commission, Human Rights and Anti-Discrimination Commission, Office of the Director for Public Prosecution and Fiji Corrections Services. The project will promote collaboration with the justice stakeholders to discuss matters of mutual interest in relation to early access to justice.

As this project is part of a greater programme of support to the Fiji Police Force, UNDP will work closely with New Zealand Police, Institute of Environmental Science and Research Limited, and other MFAT partners, in order to ensure seamless coordination across the programmatic engagements.

UNDP has established relationships with the Fiji Association for the Deaf and United Blind Persons of Fiji, which it will engage for the publication of the Fiji Police Force knowledge products in braille and sign language. UNDP will also closely coordinate with other UN Agencies, Funds and Programmes, including UN Women, the Office of the United Nations High Commissioner for Human Rights, and the United Nations International Children's Emergency Fund. Further, other areas of the UN will be invited to participate in monitoring and evaluation processes.

In the context of activities intended to enhance the capacity, efficiency and accountability of the justice institutions to apply an inclusive and human rights-based approach with commitments to achieving gender equality and empowerment of all women and girls, the project will closely coordinate with the following organisations:

- **Medical Services Pacific** currently has a Memorandum of Understanding (MoU) with the Fiji Police Force in relation to sexual assault cases and offers medical examinations and counselling to victims.
- **Ministry of Health** will provide medical services to victims of sexual assault outside the hours provided under the MoU with Medical Services Pacific.
- **Department of Social Welfare** will continue support in matters involving children and where allegations are made by a child against a close relative, a Department of Social Welfare officer will attend to the child during the child-victim interview.
- **Fiji Women's Crisis Centre** – The FPF recognises that a large proportion of female victims of sexual and gender-based violence seek guidance from the Fiji Women's Crisis Centre prior to reporting the matter the police. The Fiji Women's Crisis Centre subsequently refer the victims to the police.
- **UN Women** supports the Fiji Women's Crisis Centre in training members of the Fiji Police Force Sexual Offence Unit.
- In respect of outreach activities, the project will coordinate with all of the above organisations together with the **Ministry of Women, Save the Children, and UNICEF**.

Specifically on access to justice, UNDP is the only organization working in the justice sector in Fiji, through the EU-funded Fiji Access to Justice Project from 2016 to 2020 and the Pacific Security Sector Governance project from 2016 to 2019 in Fiji, wherein it partners with key justice stakeholders. The Fiji Access to Justice project has undertaken a broad-reaching access to justice assessment to identify key challenges for the justice sector; and provides direct support to the Legal Aid Commission, Judicial Department, Human Rights and Anti-Discrimination Commission and civil society organisations.

Regional platforms for sharing knowledge, learning and institutional strengthening are likewise being established and tapped into where they exist already. For example, UNDP is supporting the Fijian Legal Aid Commission in convening a high-profile Pacific Regional Legal Aid Conference on the United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems to introduce principles and practices for providing access to quality legal aid services for women, youth and vulnerable groups, particularly in criminal justice systems. The objective is to enhance access to justice for vulnerable groups, women and youth across the Pacific through harnessing shared experiences on the delivery of free legal aid services and through raising awareness of the United Nations "Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems" – but additionally, it reinforces UNDP's role at the centre of justice activities in the Pacific and will be the first major step in establishing a regional legal aid group that will have lasting implications beyond the project activity. UNDP also supported a regional conference on SDG 16, convening key justice sector actors from the region. The conference supported better quality planning, monitoring and reporting on SDG 16 in the areas of rule of law and access to justice, anti-corruption, and effective institutions. The workshop also explored how to tailor SDG indicators to better suit the country context and identified data sources that would strengthen SDG tracking and reporting at the country and regional level, thus supporting evidence-based policy formulation to accelerate SDG implementation.

Additionally, UNDP supports South-South knowledge and experience exchange, particularly South-South and triangular cooperation. For example, UNDP has fostered the development of a professional knowledge and experience sharing network between the Legal Aid South Africa and the Legal Aid Commission in Fiji, including a supporting a visit from the Legal Aid Commission in Fiji to South Africa to see systems in action and learn directly from their successes and mistakes. Thus, it is envisaged that other justice actors/stakeholders from the Pacific Region also stand to benefit through South-South triangular peer-to-peer learning.

There will be close coordination with other UNDP projects that complement this project and contribute to strengthening inclusive and effective democratic governance systems in Fiji and uphold human rights, especially women's rights in line with international standards. Project data and lessons learned will be shared across the projects and opportunities for potential synergies will be explored and considered by the Project Board.

Risks and Assumptions
The full risk log is included in Annex III.

Stakeholder Engagement
The project stakeholders include the Fiji Police Force and other key justice sector actors, including the Judicial Department, Legal Aid Commission, Human Rights and Anti-Discrimination Commission, Office of the Director for Public Prosecution and Fiji Corrections Services. Engagement with these stakeholders is considered crucial to the progress of the project.

During the formulation of this project, regular meetings were conducted between UNDP and members of the Fiji Police Force to consult, inform and update the police on the progress of the project development. In addition, the key justice sector stakeholders were advised as the development of the project commenced. UNDP held in-depth discussions with all key justice sector stakeholders for this purpose. Additionally, consultations were held with various national and international organisations, as the project seeks to be as inclusive in its design and outreach as possible. The modality of stakeholder engagement will continue during the implementation of the project, with the Project Board providing a more formal process for engagement.

The project's target groups include the general population of Fiji – a more accessible, efficient and transparent criminal justice system serves to benefit anyone in contact with the criminal process, whether a suspect or a victim. A specific focus of gender will be part of all outputs.

During project inception, the project will look to identify the best stakeholder strategy for targeted groups, noting that the Fiji Police Force has identified women's' groups, schools and religious groups as primary target audiences for outreach activities. The project will also identify other potentially affected groups and a strategy for engagement to ensure that they are aware of mechanisms to submit any concerns about the social and environmental impacts of the project.

South-South and Triangular Cooperation (SSC/TrC)
In the area of early access to justice in criminal justice proceedings and the prevention of police brutality, improvements in this area are typically only progressed through the country's ratification of UNCAT, following which initiatives are pursued to implement UNCAT. In the region, four countries have ratified (Vanuatu, Nauru, Marshall Islands and Fiji), two are actively considering (Tonga and Samoa), and two have indicated in Human Rights Universal Periodic Reviews that they at some stage intend to ratify (Solomon Islands and PNG) and the intentions of the remaining two (Kiribati and Tuvalu) are unknown. In an effort to lead by example, the Fiji Police Force held a regional training in 2018 on initiatives related to UNCAT, which was attended by members of the police forces of Vanuatu, Nauru, Samoa and Tonga. The training was undertaken prior to Fiji taking up its seat on the UN Human Rights Council in October 2018. As part of the project activities, similar regional trainings will be undertaken which may utilise South-South and Triangular Cooperation depending on the priority topic and relevant countries identified.

Knowledge

This project will have a four-pronged approach to project knowledge products in support of the theory of change. Firstly, the coordination and sharing of information across the justice sector provides the opportunity to generate sector wide reports and develop macro-level knowledge products, such as outreach materials and toolkits. Second, building on the knowledge products developed and published through the pilot project, to include curricula in early access to justice and video recorded interview transcription together with Fiji Police Force posters on the rights of the detained and a guide to investigative interviewing. Additional products will be designed and published to include a booklet on Elements of Offences. Thirdly, the established relationships with the Fiji Association for the Deaf and United Blind Persons of Fiji will continue so as to allow for the continued publication of the Fiji Police Force knowledge products in braille and sign language. Fourthly, communication and media materials, informed by the project Communications and Visibility Plan.

Sustainability and Scaling Up

The Fiji Police Force, in conjunction with the other key justice stakeholders, has led all initiatives throughout the duration of the pilot project and it is envisaged that this leadership will continue with this project. The Fiji Police Force has taken ownership of the project design and the activities to be carried out in order to fulfil the outcome of the project. This high level of ongoing national ownership will be ensured throughout the implementation of the project during the conduct of activities, coordination meetings and the Project Board.

The project has a focus to strengthen the capacity of the Fiji Police Force with a view to enhancing service delivery by the Fiji Police Force. In relation to capacity assessments, the development challenge identifies key institutional data to indicate current institutional capacity in relation to service delivery. The Results Framework includes an outcome indicator linked to institutional capacity and also provides for the regular collection of data and monitoring in relation to strengthened national capacity. The investment in police capacity to carry out the first-hour procedure, video-recorded interviews, and investigative interviewing with particular focus on women, girls and vulnerable groups will allow for the Police to continue these initiatives beyond the timeline of the project.

National systems will be utilised as much as possible. The project will link closely with Fiji Government processes of reporting on development results and against SDG indicators.

On completion of the project, the Project Board will consider a resource mobilisation strategy and a plan will be developed with key stakeholders in order to sustain or scale up results.

IV.   PROJECT MANAGEMENT

Cost Efficiency and Effectiveness
Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the United Nations Development Assistance Framework (UNDAF) in the Pacific Annual Review and the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Pacific Office leverages activities and partnerships among a number of initiatives and projects in Fiji.

The project is designed to deliver maximum project 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 the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the project will utilise technical experts from New Zealand Police, internal experts from UNDP and UN agencies, and in-kind contributions from stakeholders including the Fiji Police Force.

Project Management
The project will be based out of the offices of the UNDP Pacific Office in Fiji, and will work closely and on location with the Fiji Police Force, primarily in Suva when dealing with Fiji Police Force leadership, but also in other locations as programming is rolled out nationwide.

UNDP works across the Pacific region on diverse projects, retaining a country presence, and therefore footprint, across the Pacific. Additionally, UNDP provides operations support agency for other UN agencies, and operates a regional Joint-Operations Centre in Suva, ensuring full administrative, logistical, procurement, and programming support to UNDP and many other UN agencies operating in the Pacific region. UNDP offers value for money through cooperation and cost-sharing with other UNDP projects and UN agencies, for example cost-sharing of staff, overhead, expenses, and implementation of activities. This not only decreases project implementation costs, but also amolifies the reach and effects of project activities. This approach has already been proven in the UNDP Pacific Office in Fiji. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

Through work on these programmes in Fiji, UNDP has established a rock-solid reputation across the Pacific for being able to establish and effectively deliver large justice programming challenging, complex and politically sensitive environments. UNDP develops and implements 'signature solutions', programming developed based on global evidence for justice programming, tailored appropriately to the context.

The project will be managed effectively and in accordance with UNDP Programme and Operations Policies and Procedures to ensure as far as practicable, progress towards the project outcome. The Project Board will be updated, and all reports produced on time to ensure the smooth flow of communications between project partners. Additionally, a Communications and Visibility Plan will be implemented in line with the new revised UNDP branding, editing, social media and video standard guidelines. The project will contain an effective monitoring and evaluation framework and following the mid-term evaluation, the results will be shared with project partners so as to allow for the incorporation of alterations to project activities where required.

V.   RESULTS FRAMEWORK[13]

Intended Outcome as stated in the United Nations Pacific Strategy (UNPS) 2018-2022: **Outcome 5:** Governance and Community Engagement- By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes; accountable and responsive institutions; and improved access to justice. **Outcome 2:** Gender Equality: By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and treatment in social, economic and political spheres, contribute to and benefit from national development and live a life free from violence and discrimination.
Outcome indicators as stated in the United Nations Pacific Strategy (UNPS) 2018-2022: **Outcome Indicator 5.2:** the number of PICTs in which the unsentenced detainees as a proportion of the overall prison population has decreased. **Outcome Indicator 2.2:** Number of PICTs whose proportion of ever-partnered women and girls aged 15 and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age has decreased based on the latest available data; **Outcome Indicator 2.3:** Number of PICTs whose proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence has decreased based on the latest available data. **Baselines:** 5.2: To be confirmed 2.2: 0 2.3: 0 **Targets:** 5.2: To be Confirmed 2.2: 6 (Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu) 2.3: 6 (Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu) **Means of Verification:** 5.2: Approved government policies; UNDP Surveys 2.2: Family Health Safety Study (FHSS) Report; Demographic Health Survey (DHS) Report 2.3: FHSS Report; DHS Report
Applicable Output(s) from the UNDP Strategic Plan 2018-2021/ SRPD 2018-2022: The project falls directly under the **UNDP Strategic Plan (SP) 2018-2021** and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls. The project also falls directly under the **Sub regional programme document for the Pacific Island Countries and Territories (SRPD) (2018-2022)** Output 5.3. More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice.

---

[13] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Applicable Sustainable Development Goals

SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (Target 16.3: Promote the rule of law at the national and international levels and ensure equal justice for all.

Target 16.6: Develop effective, accountable and transparent institutions at all levels)

SDG 5: Achieve gender equality and empower all women and girls (Target 5c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.)

Project title and Atlas Project Number: Fiji Police Force Support Project, 00122730

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS					Data collection methods and risks
			VALUE	YEAR	Y1	Y2	Y3	Y4	FINAL	
Output 1: Support national and sub-national capacities for planning, coordination and crisis management (Police COVID-19). **Gender marker:** 2	**1.1:** Number of officers equipped with personal protection equipment (disaggregated by gender).	FPF reports	0	2020	550				550	Direct observation Administrative data analysis
	1.2: Number of officers accessing counselling (disaggregated by gender).	FPF reports Empower Pacific Reports	0	2020	200				200	Administrative data analysis
	1.3: Number of officers trained in emergency response techniques (disaggregated by gender).	FPF reports UNDP Reports	0	2020	2,500				2,500	Direct observation Administrative data analysis
Output 2: Enhanced access to justice and implementation of the UNCAT in Fiji. **Gender marker:** 2	**2.1:** Number of officers trained in First Hour Procedures, video recorded interviews and investigative interviewing (disaggregated by gender).	FPF reports UNDP Reports	200	2020	380	560	740	920	920	Direct observation Administrative data analysis
	2.2: Number of stations equipped and applying First Hour Procedures, video recorded interviews and investigative interviewing.	FPF reports UNDP Reports	2	2020	10	20	30	37	37	Direct observation Administrative data analysis
	2.3: Percentage of cases wherein a video recorded interview was conducted as a proportion of total number of cases (disaggregated by gender).	FPF reports	1%	2020	10%	20%	35%	50%	50%	Administrative data analysis
	2.4: Number transcribers trained and functioning to support video recorded interviews (disaggregated by gender).	FPF reports	10	2020	20	30	45	60	60	Direct observation Administrative data analysis
	2.5: # Training Academy curricula reviewed and revised.	FPF reports	3	2020	5	9	12	15	15	Administrative data analysis
Output 3: Enhanced capacity of justice institutions to apply an inclusive and human-rights based approach in empowering women and girls. **Gender marker:** 3	**3.1:** Number of victim video recorded interviews undertaken by the Fiji Police Force (disaggregated by gender).	FPF reports	0	2020	0	50	100	200	200	Administrative data analysis
	3.2: Number of stations utilizing victim-centred identification methods.	FPF reports	0	2020	0	1	2	5	5	Direct observation Administrative data analysis

VI.   MONITORING AND EVALUATION

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
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or as required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every 2 years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal 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.
Project Report	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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., 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 results and lessons learned with relevant audiences.	Quarterly (with option to change to twice a year)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	**Outcome 5:** Governance and Community Engagement **Outcome 2:** Gender Equality	**Outcome 5:** Effective governance for service delivery	June 2022	Fiji Police Force, MFAT, NZ Police	USD 32,366 Activity Result 4.2

Monitoring and Evaluation Plan

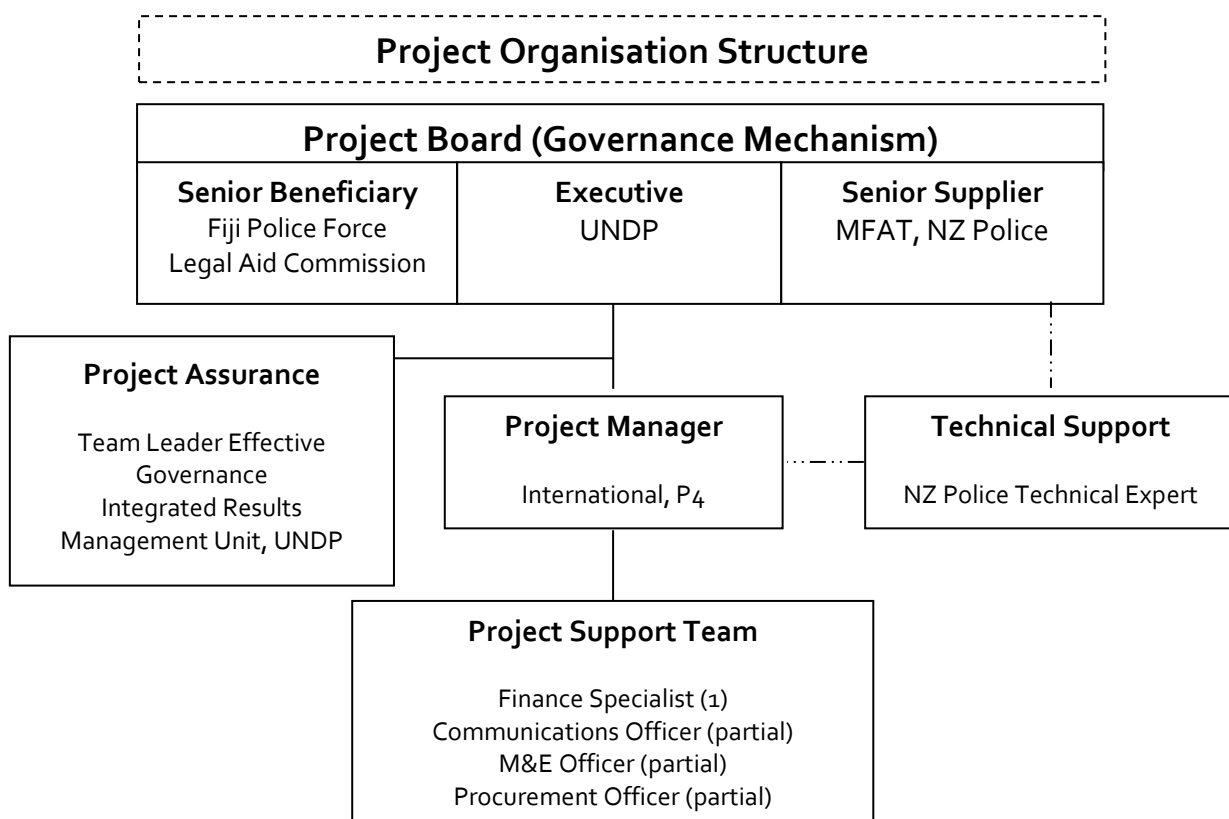| Expected Outputs	Output Indicators	Baseline Value	Baseline Year	Targets Y1	Y2	Y3	Y4	FINAL	Data source	Data collection methods	Time, Schedule Frequency	Resp	Assumptions/Risks (of the M&E activity)
Output 1: Support national and sub-national capacities for planning, coordination and crisis management (Police COVID-19). **Gender marker: 2**	**1.1:** Number of officers equipped with personal protection equipment	0	2020	550				550	FPF reports	Direct observation Admin data analysis	Monthly	PM	PPE is still needed and is available
	1.2: Number of officers accessing counselling	0	2020	200				200	FPF reports EP Reports	Administrative data analysis	Monthly	PM	Officers are encouraged and afforded time to seek counselling
	1.3: Number of officers trained in emergency response techniques.	0	2020	2,500				2,500	FPF reports UNDP Reports	Direct observation Admin data analysis	Monthly	PM	Police able and willing to store short trainings for future use.
Output 2: Enhanced access to justice and implementation of the UNCAT in Fiji. **Gender marker: 2**	**2.1:** Number of officers trained in First Hour Procedures, video recorded interviews and investigative interviewing.	200	2020	380	560	740	920	920	FPF reports UNDP Reports	Direct observation Admin data analysis	Monthly	PM	Facilities and equipment are secured for rollout to stations Timely reporting by partner institutions
	2.2: Number of stations equipped and applying First Hour Procedures, video recorded interviews and investigative interviewing.	2	2020	10	20	30	37	37	FPF reports UNDP Reports	Direct observation Admin data analysis	Quarterly	PM	Timely implementation and reporting by partner institutions
	2.3: Percentage of cases wherein a video recorded interview was conducted as a proportion of total number of cases wherein an interview was carried out.	1%	2020	10%	20%	35%	50%	50%	FPF reports	Administrative data analysis	Quarterly	PM	Timely reporting by partner institutions
	2.4: Number transcribers trained and functioning to support video recorded interviews.	10	2020	20	30	45	60	60	FPF reports	Direct observation Admin data analysis	Quarterly	PM	Equipment is available, trainers available to provide trainings.
	2.5: # Training Academy curricula reviewed and revised.	3	2020	5	9	12	15	15	FPF reports	Administrative data analysis	Quarterly	PM	Technical expertise will be readily available Training curricula inputs accepted and adopted in Training Academy programme.
Output 3: Enhanced capacity of justice institutions to apply an inclusive and human-rights based approach in empowering women and girls. **Gender marker: 3**	**3.1:** Number of victim video recorded interviews undertaken by the Fiji Police Force.	0	2020	0	50	100	200	200	FPF reports	Administrative data analysis	Quarterly	PM	Timely reporting by partner institutions
	3.2: Number of stations utilizing victim-centred identification methods.	0	2020	0	1	2	5	5	FPF reports	Direct observation Administrative data analysis	Quarterly	PM	Training on victim-centered identification carried out. Timely reporting by partner institutions

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance of the project is undertaken through the Project Board, comprising representatives from UNDP, the Fiji Police Force, Legal Aid Commission, and New Zealand (MFAT and NZ Police). The Project Board would initially meet every three months, with potential to extend this to six monthly meetings if agreed by the Project Board.

The Project Board will hold responsibility for project quality assurance and making project management decisions when guidance is required by the UNDP's Project Manager, including approving project plans and revisions. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations through quality assurance oversight and ensuring findings are integrated into the project for continuous quality improvement.

While quality assurance would be the responsibility of each Project Board member, the Project Board will receive dedicated support in this area from the UNDP's Integrated Results Management Team. Additionally, representatives of other stakeholders, non-governmental organisations implementing in related areas may be invited to the Project Board meetings with the agreement of the Project Board membership.

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'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.

The terms of reference for the Project Board will be developed and agreed between the voting members in advance of the launch of the Activity. The composition of the Project Board is indicated in the diagram below.

```
┌─────────────────────────────────────────────────────────────────┐
│                  Project Organisation Structure                   │
└─────────────────────────────────────────────────────────────────┘

┌─────────────────────────────────────────────────────────────────┐
│              Project Board (Governance Mechanism)                 │
├─────────────────────┬──────────────────┬────────────────────────┤
│ Senior Beneficiary  │    Executive     │   Senior Supplier       │
│  Fiji Police Force  │      UNDP        │   MFAT, NZ Police       │
│ Legal Aid Commission│                 │                          │
└─────────────────────┴──────────────────┴────────────────────────┘

┌───────────────────────┐   ┌──────────────────┐   ┌──────────────────────┐
│  Project Assurance    │   │ Project Manager  │   │ Technical Support    │
│                       │   │                  │   │                      │
│ Team Leader Effective │   │ International, P4 │   │ NZ Police Technical  │
│     Governance        │   │                  │   │       Expert         │
│  Integrated Results   │   └──────────────────┘   └──────────────────────┘
│ Management Unit, UNDP │
└───────────────────────┘

            ┌──────────────────────────────────┐
            │       Project Support Team        │
            │                                   │
            │      Finance Specialist (1)       │
            │  Communications Officer (partial) │
            │        M&E Officer (partial)      │
            │    Procurement Officer (partial)  │
            └──────────────────────────────────┘
```

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the **Standard Basic Assistance Agreement (SBAA)** between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("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.

IX.   RISK MANAGEMENT

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

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][14] [UNDP funds received pursuant to the Project Document][15] 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 http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. 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).

4. UNDP as the Implementing Partner will: (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.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i.   put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

---

[14] To be used where UNDP is the Implementing Partner
[15] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

h. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

i. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

j. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

k. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

l. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Lessons Learned:** Lessons taken from previous phases of the project that were used to inform the development of this project document.

6. **Gender Sensitive and Inclusive Development: Baseline Analysis**

7. **Project Board Terms of Reference and ToRs of key management positions**

ANNEX I: PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN				
OVERALL PROJECT				
Exemplary (5)	Highly Satisfactory (4)	Satisfactory (3)	Needs Improvement (2)	Inadequate (1)
¥¥¥¥¥	¥¥¥¥¡	¥¥¥¡¡	¥¥¡¡¡	¥¡¡¡¡
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. **APPROVE WITH QUALIFICATIONS –** the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA **Select the option that best reflects the project**				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?				

3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.

3	**Evidence:**
2	Yes the Prodoc clearly outlines the Theory of Change (Page 5).
1	As well as: Development Setting - b) Accelerate structural transformations for sustainable development. Signature Solution - The project and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls.

2. Is the project aligned with the UNDP Strategic Plan?

3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution . The project's RRF includes all the relevant SP output indicators. (all must be true)

2: The project responds to at least one of the development settings as specified in the Strategic Plan4. The project's RRF includes at least one SP output indicator, if

relevant. (both must be true)

1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

3	**Evidence:**
2	Evidence: Yes. Page 1 of the Prodoc is aligned to the SRPD (2018-2022) which is derived from UNDP Strategic Plan.
1	

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

Yes (3)	
No (1)	

RELEVANT

4. Does the project target groups left furthest behind?

3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.

2: The target groups are clearly specified, prioritizing groups left furthest behind.

1: The target groups are not clearly specified.

*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support

3	**Evidence:**
2	Output 3 of the Prodoc is dedicated to ensure that Gender and Social Inclusion (refer to Results framework on Page 18). The project targets all persons seeking access to justice both from the accused and victim perspective. As such, consultations have been held with all justice stakeholders, as well as persons with disabilities and vulnerable victims in contact with the law to identify needs and ascertain how the project can support the identified needs.
1	

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.

1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Management Action or strong management justification must be given for a score of 1

3	**Evidence:**
2	The purpose of this project is to scale up the initiatives undertaken as pilots, and the project is sufficiently resourced to do so.
1	

PRINCIPLED

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not

coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.
*Note: Management Action or strong management justification must be given for a score of 1

3	**Evidence:**
2	UNDP is the primary development partner working with Fiji Police Force, and will be part of a larger programme funded by MFAT, supporting the
1	arepolice in different areas. This increases the opportunities for complementarity, and positions UNDP and the best positioned development partner to carry out this work. The Prodoc has been developed based on the pilot project, carried out over 4 years, and therefore ties in well with the institutional goals of the police. This further supports the likelihood that activities will be incorporated by the government, and the police will have full ownership over the implementation of the planned activities.

7. Does the project apply a human rights-based approach?

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

*Note: Management action or strong management justification must be given for a score of 1

3	**Evidence:**
2	This project has been developed specifically to assist the Government of Fiji in implementing the UNCAT through the expansion of the First-Hour
1	Procedure and Video-Recorded Interviews. This ensures a heightened level of meaningful participation and non-discrimination for end beneficiaries.

8. Does the project use gender analysis in the project design?

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Management Action or strong management justification must be given for a score of 1

3	**Evidence:**
2	Yes. There is a dedicated output 3 to ensure that Gender and Social Inclusion (refer to Results framework on Page 18).
1	

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true).

2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental

	impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true) 1: Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1
3 **2** 1	**Evidence:** The Fiji Police Force, in conjunction with the other key justice stakeholders, have led all initiatives throughout the duration of the pilot project and it is envisaged that this leadership will continue with this extension. The Fiji Police Force have taken ownership of the design and the activities to be carried out in order to fulfil the outcome of the project. This high level of ongoing national ownership will be ensured throughout the implementation of the project during the conduct of activities and coordination meetings. The project has a focus to strengthen the capacity of the FPF with a view to enhancing service delivery by the FPF. Throughout the extension and on completion of the project, as appropriate, UNDP will continue to resource mobilize and a plan will be developed with key stakeholders in order to sustain or scale up results.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

Yes (3)	**Evidence:** SESP not required.
No (1)	

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?
3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)
*Note: Management Action or strong management justification must be given for a score of 1

3 **2** 1	**Evidence:** Yes. Refer to the Results Framework on page 18 of the Prodoc. The indicators include the number of people trained in basic police services, first hour protocol, human rights and SGBV; the percentage of females trained; and the number of inputs accepted in the training curriculum.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?
3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true).
2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1	
3	**Evidence:**
2	Yes. Refer to page 26 of the Prodoc.
1	

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Management Action must be taken for a score of 1

3	**Evidence:**
2	Please refer to Risk Log in Annex III
1	

EFFICIENT	

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

Yes (3)	**Evidence:**
No (1)	**Part IV Management Arrangements**

15. Is the budget justified and supported with valid estimates?

3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

3	**Evidence:**
2	Refer to Workplan on page 21. The budgets have been estimated. Fluctuations in foreign exchange exposure have been incorporated into the budget
1	estimates.

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?

3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)	
2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.	
1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.	
*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	

3	**Evidence:**
2	Refer to Workplan on page 21. The budget has been set up to account for the Direct Project Costing using UPL and LPL, mandatory corporate levies (GMS and Coordination Levy) have also been accounted for.
1	

EFFECTIVE

17. Have targeted groups been engaged in the design of the project?
3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
2: Some evidence that key targeted groups have been consulted in the design of the project.
1: No evidence of engagement with targeted groups during project design.

3	**Evidence:**
2	National stakeholders were consulted throughout the project design process, and their inputs and observations of the pilot phase have been incorporated into this project document.
1	

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

Yes (3)	**Evidence:**
No (1)	Yes. Refer to Section V Monitoring and evaluation (M&E).

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.
*Note: Management Action or strong management justification must be given for a score of "no"

Yes (3)	**Evidence:**
No (1)	Yes. Gen 2 for all Project Outputs.

SUSTAINABILITY & NATIONAL OWNERSHIP

20. Have national/regional/global partners led, or proactively engaged in, the design of the project?
3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
2: The project has been developed by UNDP in close consultation with national/regional/global partners.
1: The project has been developed by UNDP with limited or no engagement with national partners.

3	**Evidence:**
2	National stakeholders were consulted throughout the project design process, and their inputs and observations of the pilot phase have been

1	incorporated into this project document.

21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?

3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

1: Capacity assessments have not been carried out.

3	**Evidence:**
2	Refer to Page 13 of the Prodoc.
1	

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

Yes (3)	**Evidence:**
No (1)	Refer to section 2- engaging the national and subnational levels

23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

Yes (3)	**Evidence:**
No (1)	UNDP has been and will continue to resource mobilize for a larger project supporting the justice stakeholders. In this regard, a draft project document has been designed in consultation with justice stakeholders in Fiji.

ANNEX II: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	Pacific Security Sector Governance Project – extension 2019
2. Project Number	00122730
3. Location	Fiji

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
A human rights-based approach to development, which pays particular attention to the voice of disadvantaged and marginalised people will be applied. Through utilising a human rights based approach for access to justice the focus is placed on ensuring that impoverished 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.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
In addressing and prioritising the particular needs of women's access to justice, the approach taken is in line with recommendations of the Committee on the Elimination of All Forms of Discrimination against Women General Recommendation number 33 on women's access to justice July 2015. 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.
Briefly describe in the space below how the Project mainstreams environmental sustainability
In the development of the project strategy any potential environmental adverse impacts that could be caused by this project were considered and it was found that none of the activities to be conducted under this project will cause any adverse impacts on the environment.

Part B. Identifying and Managing Social and Environmental <u>Risks</u>

QUESTION 2: What are the Potential Social and Environmental Risks? *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.*		QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*		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.*
Risk 1: No Risks Identified				

	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)		Comments	
		Low Risk	✓	
		Moderate Risk		
		High Risk		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply		Comments	
	Principle 1: Human Rights			
	Principle 2: Gender Equality and Women's Empowerment			
	1. Biodiversity Conservation and Natural Resource Management			
	2. Climate Change Mitigation and Adaptation			
	3. Community Health, Safety and Working Conditions			
	4. Cultural Heritage			
	5. Displacement and Resettlement			
	6. Indigenous Peoples			
	7. Pollution Prevention and Resource Efficiency			

Final Sign Off

Signature	*Date*
QA Assessor	
QA Approver	
PAC Chair	

SESP Attachment 1: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [16]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water?	No

---

[16] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

For example, construction of dams, reservoirs, river basin developments, groundwater extraction	
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant[17] greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to limited adequate training or accountability)?	No
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No

---

[17] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[18]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

---

[18] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

ANNEX III: RISK ANALYSIS

#	Description	Risk Category	Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Limited or inconsistent political will and commitment in establishing a strong culture of rule of law may affect quality of programming and results.	Political	I=3 P=1 Risk level = Low	• Work closely with the Fiji Police Force to ensure activities are being guided by senior-level police leadership. • Maintain an close and good relationship with project focal points and police leadership to understand and respond to decisions affecting project work. • Work closely with other justice institutions.	Project manager Police leadership UN/UNDP leadership
2	Unsupportive legislation could negatively impact progress of activities.	Regulatory	I=2 P=2 Risk level = Low	• Provide technical support to re-draft key legislation • Coordinate high-level advocacy by development partners and civil society	Project manager Justice stakeholders
3	Activities are conducted, and police capacity increased, but with no meaningful impact on the vulnerable.	Operational	I=3 P=1 Risk level = Low	• Close coordination with police outreach and media teams to ensure initiatives are well communicated to the public, with specific targeting of the poor and marginalised. • Work closely with police leadership to ensure the right officers are selected for the right capacity development programmes, to deliver skills in the right places	Project manager
4	Rapid expansion leaves capacity gaps among new recruits.	Operational	I=3 P=3 Risk level = Medium	• Work with police leadership to communicate capacity gaps in a timely and helpful fashion. • Work with development agencies, international partners and donors to identify opportunities to provide additional support to the police if necessary.	Project manager Police leadership Development partners
5	Insufficient coordination with development partners.	Strategic	I=2 P=2 Risk level = Low	• Hold regular coordination meetings with development partners to address policy and emerging issues, and identify methods of redress. • Work with police leadership to ensure consistency of approach.	Project manager Police leadership Development partners
6	Budgetary restrictions make initiatives unsustainable.	Financial	I=3 P=3 Risk level = Medium	• Ongoing discussions with police at all planning stages of each initiative. If funding is not available to continue, alternative approaches should be sought.	Project manager Police leadership

ANNEX IV: CAPACITY ASSESSMENT

A Harmonised Approach to Cash Transfers (HACT) assessment will be done for the Fiji Police Force and the New Zealand Police Force to enable a level of flexibility in the implementation of the project should any issues arise.

ANNEX V: LESSONS LEARNED

The Fiji Police Force Support Project document has taken a number of lessons from the pilot initiative, carried out in two police stations, from 2016-2019. The mostimportant lessons for effective programme delivery and impact of results are outlined below.

Ensuring regular coordination with all institutions to move as one unit
The First-Hour Procedure initiative, though based in the Police stations, requires the active involvement of the Legal Aid Commission, and the supportive involvement of the Office of Public Prosecution, Human Rights and Anti-Discrimination Commission, and the Judiciary in order to be successful. These partners cannot be treated as secondary, and must be involved from the outset to ensure that the initiative can be rolled out without any issues.

Securing visible buy in from Fiji Police Force leadership
As a ranked institution, the Fiji Police Force maintains its structure and discipline through adherence to the instruction of superior officers. Any engagement with the police will fall short if it is viewed as an external party providing inputs outside of the interest of the police leadership. Ensuring the top echelons of police leadership are present to open, close, endorse, attend or provide inputs into activities will change the level of attention paid by officers to the content, and increase the uptake of learnings significantly. In addition, allowing the leadership a glimpse into capacity development sessions gives them unique insights into how their officers learn, helps identify aps or misconceptions, and assists in planning future engagements.

Working with FPF leadership from the beginning to ensure the right people are trained
Many of the skills provided through this project will be important for all officers: however, there is a need to ensure that as many officers as will be expected to apply the skills receive training in a timely fashion, and are posted in locations where that capacity can be of most value. Working out who will attend each training within a phased plan will be important to ensuring that the skills are applied when and where the technology is available for them to be applied.

Planning is also integral to ensure sufficient women are trained
This can work twofold. Like the above lesson, it is important to ensure that participants are selected from early on in the project, and that women receive sufficient representation. Particularly for engagements on vulnerable victims, in which women and girls make up the majority of the targeted beneficiaries, it is important that women officers take a more central role in the solution and require proper professional development to function as such. Furthermore, it is important the project play a role in guiding the police leadership to improve the representation by women, to ensure that their enrichment continues to grow.

ANNEX VI: GENDER SENSITIVE AND INCLUSIVE DEVELOPMENT ANALYSIS

Introduction

The Fiji Police Force Support Project theory of change rests on a core assumption that Fijians will be able to better settle grievances in peaceful and lawful ways if the capacity of law enforcement is enhanced to support that. In order to determine interventions and identify programming entry points, the project identified indicators that will include **gender sensitive and inclusive metrics** in their collection and analysis. Throughout the project, as information is collected, these indicators provide a full information base against which to monitor and assess progress and effectiveness during implementation and at the completion of the programme.

The project indicators focus on the extent to which gender considerations are integrated into police planning, financing, and monitoring and evaluation. As part of the monitoring, evaluation and learning for the programme, comprehensive analysis of police decision making will be undertaken on a regular basis, and used to inform programming entry points, as well as for reporting on results.

Summary of Gender Sensitive and Inclusive Development Findings

National planning and budgeting: There is a significant amount of activity in the gender and social inclusion space from the Ministry of Women, Children and Poverty Alleviation, civil society organisations and partners to advance equality, inclusion and representation. However, the vast majority of this work is undertaken independently from government's core development activity. For instance, Ministry of Women, Children and Poverty Alleviation and gender-focused CSOs are rarely consulted at the national level on substantive policy debates relating to law enforcement or justice. In contrast, there has been notable progress in the influence of protection clusters, who in a number of countries now have a seat at the decision-making table in for immediate disaster response activities. In addition, the Fiji Parliament also conducts a gender analysis of State budgets, which can call for the opinions of experts.

Oversight: In Fiji there are CSOs undertaking a vast array of activities that support the gender, disability, youth, elderly and LGBTIQ+ interests. There have been efforts made to coordinate these efforts across different stakeholders (for instance the SGBV Working Group, and Protection Cluster, led by the Ministry of Women, Children and Poverty Alleviation). However, these entities tend to meet sporadically and for the most part their activities tend to be quite fragmented with inconsistent messaging around primary issues. Although very active and vocal, gender-focused CSOs rarely have access government decision making, or directly influence the way governments undertake their development activities.

The Ministry of Women, Children and Poverty Alleviation (MWCPA) has been a strong driver ensuring that development in Fiji adopts a "human centred" approach. This agenda has been driven by the leadership (both the Minister and the Permanent Secretary), and has been responsible for the inclusion of gender-sensitive and inclusive considerations to development initiatives through the Protection Cluster and the SGBV Working Group, as well as supporting the risk informing development agenda. The pilot project has worked closely with the Ministry, particularly the Director of Women's Affairs, to ensure support, coordination and complementarity of activities carried out through UNDP support. The First-Hour Procedure and Special Offices Unit also engage closely with the SGBV Helpline and the Child Helpline, both carried out under the purview of the Ministry of Women, Children and Poverty Alleviation.

ANNEX VII: PROJECT BOARD TERMS OF REFERENCE AND TORS OF KEY MANAGEMENT POSITIONS

Specific Roles and Responsibilities of the Project Board:
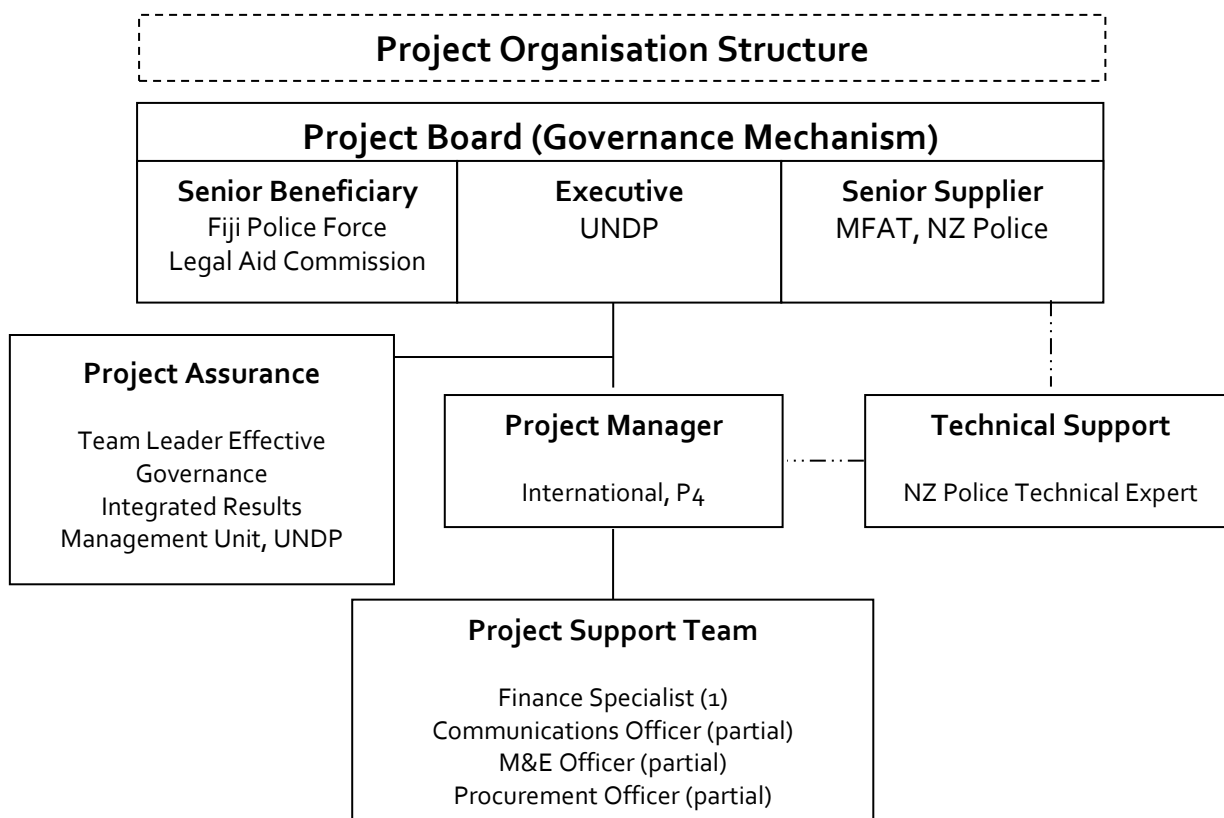- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Review the Quarterly Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review Annual financial and narrative reports;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.
- From time to time approve terms of reference for studies and evaluations
- Address project issues as raised by the Project Manager;
- Agree on Project Manager's tolerances as required.

Frequency of Board Meetings: Quarterly

Chair: FPF

Fiji Police Force Support Project Organisation Structure
The project is managed by UNDP under the Direct Implementation Modality in close collaboration with the designated counterparts in the Government of Fiji. The overall structure of this Project is designed to emphasize and ensure government ownership of the Project and its activities. The following diagram shows the Fiji Police Force Support Project structure.

Project Organisation Structure

Project Board (Governance Mechanism)

Senior Beneficiary	Executive	Senior Supplier
Fiji Police Force Legal Aid Commission	UNDP	MFAT, NZ Police

Project Assurance

Team Leader Effective Governance Integrated Results Management Unit, UNDP

Project Manager

International, P4

Technical Support

NZ Police Technical Expert

Project Support Team

Finance Specialist (1)
Communications Officer (partial)
M&E Officer (partial)
Procurement Officer (partial)

Terms of Reference

Project Manager

Description of responsibilities
Summary of key functions:
1. Effective results-based project management
2. Strategic partnerships and alliances
3. Resource mobilization
4. Technical advisory support and policy development
Key results expected:

1. Effective results-based project management

- Ensures the achievement of outputs in line with the approved work plan through the day-to-day planning, management coordination and implementation of activities.
- Manages the human and financial resources to achieve quality results as outlined in the project document, on time and on budget.
- Analyses and monitors progress and advises on timely corrective actions for proper delivery.
- Leads the preparation and implementation of annual work plans.
- Coordinates project activities with related and parallel activities both within UNDP and with external agencies.
- Develops, oversees and maintains the monitoring, evaluation and communication frameworks.
- Undertakes monitoring visits to project sites and report on project progress and constraints.
- Ensures timely preparation of quarterly and annual reports for UNDP, and donor progress and impact reports as required.
- Represents the project in Project Board and UNDP project review and project management meetings.

2. Building strategic partnerships and alliances

- Maintains continuous dialogue with the government and other key partners to provide knowledge-based advisory services and to ensure proper integration and co-ordination of other related development efforts.
- Advocates and promotes awareness, clarity and understanding of issues and responses related to the role UNDP plays in strengthening the rule of law sector in general, and police capacity development in particular.
- Provides professional opinions in areas of expertise to promote networking and teamwork between counterparts and the general donor community.
- Supports the development and implementation of UNDP's strategy in relation to policing issues.
- Liaises with other UN agencies and with donors to promote partnership and collaboration for the effective management of law enforcement in the Pacific.
- Ensures adequate information flow, discussions and feedback among the various stakeholders of the project.
- Identifies synergies with other partners and projects to maximize impact and results.

3. Resource mobilization

- Develops partnerships to ensure wide participation and sharing of development best practices, and positions UNDP as a leader in the field of law enforcement and security sector reform.
- Builds and maintains credible relationships between national police forces and donors and promotes sector-wide approaches to new donors.
- Contributes to resource mobilization efforts of the project and Country Office to secure additional cost-sharing resources from the government, donors and regional partners.
- Represents UNDP in all sector coordination forums to position UNDP as a critical actor in the law enforcement and security sector reform sector.

4. Technical advisory support and policy development

- Leads in the creation and dissemination of knowledge products related to national and international know-how in the subject area. In this context, partner with practitioners and members of the UNDP global networks, leadership of the practice and sub-practice teams in BDP, BCPR, Regional Centers and other related Bureaux;

- Promotes the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas.
- Contributes to the production of strategic papers, think pieces, reports and publications, and serves as a peer reviewer.
- Assists the project in implementation of activities at national and sub-national level through the provision of technical and operational expertise.

Impact of Results

The results of the work of Police Project Manager have a direct impact on the successful implementation of the Fiji Police Force Support Project. Specifically, the results have an impact on the capacity of the police institutions to deliver efficient, effective, transparent and accountable services to the citizens of Fiji with expected expansion across the Pacific.

Competencies and Critical Success Factors

Corporate Competencies:
- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Ability to work with a multi-cultural and diverse team.

Functional Competencies:
- Substantial previous experience working with senior government officials in the rule of law sector, particularly law enforcement.
- Sound understanding of issues related to the rule of law, in particular the law enforcement sector.
- Demonstrated strong management, coordination and facilitation skills;
- Excellent interpersonal and communication skills.
- Results oriented, flexible and problem-solving skills.
- Ability to work under pressure, analyzing large amounts of sensitive information and supporting crucial decision making at the highest levels of government.
- Proved computer skills, particularly Excel, having expertise in critical data analysis.
- Demonstrated experience in implementation of project activities.
- Strong interpersonal skills and the ability to initiate discussions about complex security subjects.
- Sound judgment, maturity, flexibility and adaptability, with regard to cultural sensitivity.
- Knowledge of ATLAS.

Recruitment Qualifications

Education:	Master's Degree or equivalent in Political Science, Public Policy, Law, Law Enforcement or related field.
Experience:	- Minimum 7 years' of management experience in the field of rule of law and development is required, with particular focus on law enforcement/ policing. - Experience managing projects using UNDP's systems an asset. - Experience of implementing project activities and providing high quality technical advice within government institutions in the area of law enforcement. - Proven experience in partnership building and networking. - Strong analytical ability and written and oral communication skills is a requirement. - Experience in undertaking projects in the Pacific Region an asset. - Computer skills and strong knowledge of various software including word, PowerPoint and particularly specialized expertise in Excel with data analysis.
Language Requirements:	Ability to communicate clearly in written and spoken English.

Finance Specialist

Functions / Key Results Expected
Summary of Key Functions: • Ensures effective programme finance management and monitoring of project budgets under the programme portfolio for efficient, transparent and timely financial management ultimately leading to accomplishment of programme goals • Acts as project focal point for finance matters. • Coordinates all finance -related activities. • Facilitates knowledge building and knowledge sharing amongst implementation partners on UNDP related policies on financial management of project funding.
1. Ensures effective programme finance management and monitoring of project budgets • Ensures full compliance – for self and all project-level staff - with UNDP rules, regulations, and policies of financial activities, financial recording/reporting system, and follow-up on audit recommendations; implementation of effective internal controls, proper functioning of a client-oriented financial resources management system. • Plans, guides and controls the use of programme financial resources; • Under the direction of the Programme Manager, prepares and manages programme budgets, inputting budgets into ATLAS, and complete budget revisions in a timely manner; • Monitors core and non-core funds of the projects, by using ATLAS to track financial delivery; produce financial reports for team and donors; • Identifies and investigates operational and financial bottlenecks and develops solutions to address them; • Conducts monthly analysis and monitoring of budget expenditures; • Exercises control of accounts receivables for programmes and fund transfers from donors and UNDP HQ; • Participates in project audits, control on the follow up, ensure implementation of all audit findings; • Produces quarterly combined delivery reports for the projects and donors, as well as oversees the preparation of delivery reports and closing of project transactions at year end; • Contributes to year end reporting including preparation of annual reports; • Responds to all requests and questions related to programme delivery; • Oversees financial closure of cost sharing agreements and the programmes. • Ensures the correct filing and storage of legal documents and binding agreements at programme level; • Supervises and provides oversight for programme associate and any other admin/finance officers hired to support implementation.
2. Acts as project focal point of administrative and logistics support. • Exercises proper control and maintenance of (e-)filing of the supporting documents for payments, review projects financial reports and safekeeping of confidential materials; ensures accuracy of all programme filings. • Maintains the internal expenditure control system, which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas, and ensure same is done for all programme level filings. • Supervises staff on the uploading of payment vouchers in the UNDP GSSU portal, verifies requisitions, undertakes timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers. • Prepares General Ledger entries to correct mis-posting of expenditures and carry out reversal; • Coordinates project staff and stakeholders' travel, including development of logistical notes, maintenance of project calendar. • Supervises entry of travel requests under the Travel and Expense Module and TRIP clearance. • Follows up on F10 to liquidate DSA advances and attend to travel related queries. • Supervises Vendor entry and creation of travel profile in compliance with UNDP rules and regulations

• Supervises administrative and financial support (including drafting agenda's where needed) for conferences, workshops, retreats and other meetings.   • Supervises support staff in processing of staff/workshop participants travel claims in line with financial procedures.   • Liaises with UNDP Operations Team on project cash advance, verifies acquittals and submits to finance for approval prior to uploading   • Follows up on the acquittal of cash advances issued to project implementing partners under the HACT.   • Oversees the programme associate in development, maintenance and updating of the asset register for all equipment purchased within the Programme   • Acts as the audit focal point and provides information for audits and reviews.
3. **Facilitates knowledge building and knowledge sharing amongst implementation partners on UNDP related policies on financial management of project funding.**   • Organizes trainings for the operations/ projects staff on programme.   • Organizes trainings and knowledge building of external partners and responsible agents on UNDP procedures.   • Provides a synthesis of lessons learnt and best practices in programme from a programme/financial perspective   • Dissemination of information on the Unit activities to UN agencies, donors, & development partners.   • Contributes to knowledge networks and communities of practice.
Impact of Results
The key results have a significant impact on the effectiveness and efficiency of the Fiji Police Force Support Project, through smooth and transparent management of finances to enable strong technical performance of the programme.
Competencies

Corporate Competencies:
- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:
Finance and Administration
- Experience in managing budgets and financial operations in the UN system
- Experience in conducting financial analysis of programmes
- Ability to manage complicated budgets
- Experience providing financial reports
- Experience with ATLAS
- Knowledge of UNDP procurement in accordance with UNDP policies and procedures for procurement and finance

Development and Operational Effectiveness
- Ability to perform a broad range of specialized activities related to financial resources management, including formulating budgets, maintaining Accounts Receivables and Accounts Payables
- Sound knowledge of financial rules and regulations
- Strong IT skills

Knowledge Management and Learning
- Shares knowledge and experience
- Encourages office staff to share knowledge and contribute to UNDP practice areas
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Job Knowledge/Technical Expertise
- Fundamental knowledge of processes, methods and procedures
- Understands the main processes and methods of work regarding to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments

Leadership and Self-Management
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexity

Recruitment Qualifications	
Education:	Advanced university degree (Master's degree or equivalent) in finance, accounting or related field, or a first-level university degree in combination with two (2) additional years of qualifying experience may be accepted in lieu of the advanced university degree.
Experience:	Three years working experience (five years for bachelor's degree) in similar public sector organization or programme experience at private/public sector organizations is required at the national or international level.

	Very Good understanding of computers and office software packages (MS Word, Excel, PowerPoint) and advanced knowledge of spreadsheet and database packages, and web-based management systems.
	Previous experience within the UN system, in particular with UNDP financial management systems, is an asset.
	Additional training in relation to transparency and integrity is desirable.
Language Requirements:	Fluency in English; fluency in another language spoken in Fiji is desirable.