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United Nations Development Programme

Country/Region/Global: FIJI

Initiation Plan

Project Title	:	Fiji Human Rights and Anti-Discrimination Commission (FHRADC) Capacity Development Project
Expected UNSDCF/CPD Outcome(s)	:	By 2027, more people, especially those at risk of being left behind, contribute to and benefit from sustainable, resilient, diversified, inclusive and human-centred socio-economic systems with decent work and equal livelihoods' opportunities, reducing inequalities and ensuring shared prosperity.
Expected CPD Output(s)	:	Output 3.1: Governance institutions are accountable and have improved capacities for service delivery.
Initiation Plan Start/End Dates	:	**March 2026 -March 2027.**
Implementing Partner	:	UNDP

Brief Description

The Fiji Human Rights and Anti-Discrimination Commission (FHRADC) Capacity Development Project is a catalytic 12-month initiative under a Project Initiation Plan (PIP), designed to strengthen the Commission as a credible, effective, and inclusive national human rights institution. Guided by the 2020 Capacity Assessment and its 2024 review, the project uses a two-track strategy: the first track focuses on institutional strengthening through clearing statutory report backlogs, staff training on gender-sensitive complaints handling, and conducting a comprehensive gender audit; the second track enhances public engagement via pilot consultations with women's groups and multi-stakeholder dialogues to inform policy on women's rights and gender-based violence.

With a total investment of USD 200,000, the project aims to address immediate capacity constraints, rebuild public trust, and deliver tangible results that demonstrate the Commission's performance. By generating evidence and early successes, the initiative seeks to secure sustained donor support and increased state funding, laying the foundation for a future long-term capacity development programme that strengthens FHRADC's institutional resilience and impact in advancing human rights in Fiji

Programme Period: UNSDCF/MCPD 2023-2027

Quantum Project Number: **01005506 (DRAFT)**

Quantum Output Number: to be updated

Gender Marker: 2

Total resources required:	**US$200,000.00**
Total allocated resources:	**US$200,000.00**
• Regular	_____
• Other:	
Donor (KOICA)	**US$200,000.00**
○ Government	_____
Unfunded budget:	**USD 0**
In-kind Contributions	_____

Agreed by UNDP: Munkhtuya (Tuya) Altangerel, Resident Representative, UNDP Pacific Office, Fiji

Signed by:
Munkhtuya (Tuya) Altangerel
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I. PURPOSE AND EXPECTED OUTPUT

The Project Initiation Plan (PIP) modality has been adopted for the Fiji Human Rights and Anti-Discrimination Commission (FHRADC) Capacity Development Project because it represents a new, catalytic intervention under Tier 2 funding. This 12-month initiative is designed to address immediate and critical institutional constraints, including a six-year backlog of annual and financial reports and persistent technical capacity gaps in complaints handling, as identified in the 2020 Capacity Assessment and confirmed in the 2024 review. The PIP provides a focused, catalytic entry point to revitalize the Commission's credibility and generate the evidence and momentum required to advocate for increased state budget allocations and secure long-term donor support for a subsequent four-year capacity-building programme.

The expected results of this foundational phase are consolidated under two key outputs. **Output 1.1** strengthens the institutional capacity of FHRADC to improve compliance with legal obligations and effectively carry out its mandate through gender-sensitive and gender-responsive approaches. **Output 1.2** enhances the Commission's public engagement, particularly with women's groups, creating the groundwork for improved attention to women's rights and broader human rights priorities. Ultimately, this PIP phase is intended to culminate in an evidence-based roadmap that will guide FHRADC's long-term capacity-building strategy and institutional development

II. MANAGEMENT ARRANGEMENTS

The Fiji Human Rights and Anti-Discrimination Commission (FHRADC) Capacity Development Project will be implemented under the Project Initiation Plan (PIP**)** modality, which is appropriate given the project's catalytic nature and limited duration. Due to the small size and scope of this initiation phase, a formal project board will not be established. Instead, UNDP will assume full responsibility for oversight, quality assurance, and coordination, ensuring the project remains agile while laying the groundwork for a larger, multi-year programme.

The management and governance arrangements rely on internal UNDP oversight through the Effective Governance team within the UNDP Pacific Office in Fiji. A designated focal point will lead day-to-day management, including coordination with the Commission and reporting obligations. The team lead will provide ongoing technical advice, while a separate finance and administration focal point will ensure compliance with UNDP's financial rules and regulations. Accountability will be reinforced through routine progress monitoring, including quarterly informal review meetings between UNDP and FHRADC to track achievements, constraints, and strategic adjustments.

To support delivery, the project will deploy a combination of hired consultants and internal UNDP experts. A national consultant will be engaged to work directly with the Commission to address critical capacity gaps, including clearing at least two outstanding statutory reports and preparing the institution for external audit compliance. This direct technical support is complemented by internal expertise from UNDP Fiji and the Bangkok Regional Hub, who will provide guidance on gender integration, monitoring and evaluation, results-based management, and human rights. These specialists—who contributed to the design of the initiative—will ensure that implementation maintains quality and aligns with global standards.

Successful implementation will also depend on partnerships with key national and regional actors. Within Fiji, FHRADC staff will benefit from targeted training, including improved complaints-handling processes with gender-sensitive approaches. Regionally, partners such as the Asia Pacific Forum (APF) and the OHCHR Pacific Regional Office will play a critical role in strengthening institutional capacity, facilitating peer learning, and embedding international human rights standards into Commission practices. These partnerships will ensure that capacity development is informed by global best practices and tailored to the Pacific context.

Finally, the project emphasizes inclusive engagement by partnering with community actors, civil society organisations (CSOs), and other National Human Rights Institutions (NHRIs) in the region. Consultation with women's groups and community members will generate evidence on human rights concerns—particularly around gender and gender-based violence—that will feed directly into institutional reforms and policy dialogue. Knowledge exchange with NHRIs in Australia, New Zealand, and across the Asia-Pacific will further support South-South and triangular cooperation, strengthening the foundation for a sustainable, long-term programme to enhance human rights governance in Fiji.

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III. MONITORING

The 12-month Project Initiation Plan (PIP) will be monitored and assessed through a combination of UNDP corporate reporting requirements and learning-oriented mechanisms. Corporate reporting will follow UNDP's six-monthly reporting schedule, supplemented by quarterly informal progress reviews between UNDP and the Fiji Human Rights and Anti-Discrimination Commission (FHRADC) to reflect on activity-level results and adjust as needed. An end-of-year Focus Group Discussion (FGD) will evaluate the implementation of key activities and measure progress toward the project outcome.

Monitoring will be supported by specific tools such as activity completion trackers, pre- and post-training assessments, and regular narrative and financial reports. The project adopts an evidence-based approach, using baseline and endline assessments to measure progress against key indicators and overall impact. A minimum of 1% of the total programmable budget is allocated to monitoring and learning activities, including surveys, FGDs, and stakeholder feedback mechanisms, ensuring systematic evidence gathering.

The PIP emphasizes a learning-oriented approach, with quarterly review meetings between UNDP and the Commission to monitor progress, address challenges, and implement course corrections. Outcome reporting will capture reflections, lessons learned, and actionable recommendations to improve future implementation. The project will also produce knowledge products, including a report on Fiji's human rights situation with a gender focus, and a consolidated report of insights and recommendations from national stakeholder consultations.

While the PIP serves as a foundational, catalytic investment for a broader four-year initiative, it is designed to focus is on testing approaches, generating evidence, and creating knowledge products to inform the design and implementation of the longer-term project, rather than producing a comprehensive project document as part of its outputs.

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IV. WORK PLAN

Period[1]:

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	Budget Description	Amount
Output 1 **Output 1.1:** Strengthened institutional capacity of the FHRADC to improve compliance with legal obligations and to carry out its mandate through gender-sensitive and gender-responsive approaches. (GEN2) **Baseline:** 0 **Indicator 1**: # of FHRADC staff trained on complaints handling using the revised gender-sensitive manual **Target 1:** 30 staffs - disaggregated by sex **Indicator 2:** # of outstanding statutory annual and financial reports completed and submitted **Target 2:** 5 reports all backlogs reports from 2019-2024 cleared **Indicator 3:** Gender audit completed and endorsed by the Commission (Yes/No) **Target 3:** 1 findings endorsed by the Commission	**Activity 1.1.1:** Provide capacity development training for FHRADC's staff on complaints handling, integrating gender considerations such as addressing gender-based complaints and ensuring gender-sensitive approaches.	X	X			UNDP FHRADC	28600	71200 - Contractual Service - venue, catering, transportation 61300 - Technical Expert	12,000.00 3,000.00
	Activity 1.1.2: Provide technical support for FHRADC's institutional reporting, including staff capacity building and assistance with audit preparation and compliance **Action:** Hire a consultant to provide technical advisory support in drafting backlogged financial/narrative reports Prepare and facilitate training	X	X	X	X	UNDP FHRADC	28600	71200 - Contractual Service - consultant, venue, catering, transportation, Travel	30,000.00
	Activity 1.1.3: Support the FHRADC in conducting a comprehensive gender assessment, building on APF's NHRI Gender Audit and UNDP's Gender Equality Seal process, to assess internal policies and mainstream gender considerations across its operations and activities.		X	X		UNDP FHRADC	28600	71200 - Contractual Service - venue, catering, transportation	20,000.00
	Activity 1.1.4: Monitoring/Learning- **Action:** Conduct a Focus Group Discussion (FGD)				X	UNDP FHRADC	28600	61300 - Technical Expert	2,000.00
	Activity 1.1.5: Communications/Advocacy **Action:** Produce press release or post on website				X	UNDP FHRADC	28600	74500 - Communications Support	1,999.82
								Subtotal Output 1	**68,999.82**
Output 2 **Output 2.1:** Enhanced public engagement of the FHRADC, particularly with women's groups, to lay groundwork for better addressing women's rights issues and broader human rights priorities. (GEN3). **Baseline:** 0	**Activity 2.1.1:** Support the FHRADC in conducting pilot consultations in at least two communities to collect data on the status of women's rights and identify key priorities and needs from a community perspective, focusing on, but not limited to, issues such as access to justice and gender-based violence. -**Action:** Hire a gender specialised consultant to support the preparation, facilitation and coordination and reporting of consultation **-Action:** Prepare and facilitate consultations	X	X			FHRADC UNDP	28600	71200 - Contractual Service - consultant, venue, catering, transportation, Travel 61300 - Technical Expert	35,000.00 5,000.00

[1] Maximum 18 months

Indicators: # of Provincial consultations conducted **Target:** 1 - In coordination with the Ministry of Itaukei Affairs # of multi-stakeholders consultations convened at urban level **Target:** 1 consultation to include CSO and other groupings Roadmap or policy recommendations document developed and disseminated **Target:** 1 and document to highlight key priorities for the next Project phase	**-Action:** Draft a report on findings from the consultations.								
	Activity 2.1.2: Support the FHRADC in convening a multi-stakeholder consultation with national and provincial stakeholders, including government bodies and local women's groups, to discuss women's rights issues and broader human rights priorities and promote gender-responsive and human rights-based policies and practices. **-Action:** Based on the community consultation report, prepare and facilitate a multi-stakeholder consultation. **-Action:** Draft a report entailing list of recommendations to inform government and other stakeholders			X	X	UNDP FHRADC	28600	71200 - Contractual Service - venue, catering, transportation 61300 - Technical Expert	40,500.00 3,000.00
	Activity 2.1.3. Monitoring/Learning -**Action:** Hold regular meetings with the Commission to monitor progress (included in the consultancy fee)		X			UNDP FHRADC	28600	61300 - Technical Expert	2,000.00
	Activity 2.1.4. Communications/Advocacy **Action:** Print reports and draft communication strategy				X	UNDP FHRADC	28600	74200 - Printing & Publications	2,000.00
								Subtotal Output 2	**87,500.00**
Project Management Costs (across all proposed countries) - The CO costs to implement the project, including programme and operational support at the CO level, such as personnel, rent of project premises, and delivery enabling services charges.	**3.1 Activity** -Action: Focal Point/Admin &Finance (10%), DES (3%)	X	X	X	X	UNDP		61300 -Technical Expert 74500- Overhead Cost/Direct Project Cost 1% 71600 – M&E travel & Mission 71400 – Admin and Finance support Staff salaries	5,000.00 1,851.85 5,000.00 15,000.00
									26,851.85
								Total Output	**183,351.67**
								General Management Support (8%)	14,668.13
								Coordination Levy (1%)	1,980.20
								TOTAL FUNDING	**200,000.00**