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Government of the Republic of Fiji

United Nations Development Programme

## Country: Republic of Fiji

### PROJECT DOCUMENT

<b>Project Title:</b>	Rights, Empowerment and Cohesion for rural and urban Fijians (REACH) Project
<b>UNDAF Outcome(s):</b>	5.1 Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women's rights, in line with international standards.
<b>Expected CP Outcome(s):</b>	5.1 National, local, and traditional governance systems uphold human rights, especially women's rights in line with international standards.
<b>Expected Output(s):</b>	5.1.1 Legal, social and political environment are strengthened for inclusive participation and engagement of all stakeholders towards the constitution and election process
<b>Implementing Agencies:</b>	United Nations Development Programme (UNDP)
<b>Responsible Parties:</b>	Ministry of Women, Children and Poverty Alleviation

### Brief Description

UNDP has a long track-record of supporting Fiji through both country-level and regional governance-related programming on issues related to parliamentary development, civic education, local governance, human security, youth leadership and so on. Following the return to parliamentary democracy in 2014, a number of opportunities for UNDP's engagement in the area of governance have emerged. The Fiji REACH Project aims to strengthen and promote sustainable democratic governance by adopting a peaceful, socially cohesive and socially inclusive approach. The project will support the key government agencies in becoming more effective and accountable in their provision of a system of justice and the rule of law, at the same time promoting the rights of women and youth.

Programme Period: 1 June 2015 – 30 June 2018

Atlas Award ID: 00083209

PAC Meeting Date 12 Sep 2014

Total resources required \$2,685,000

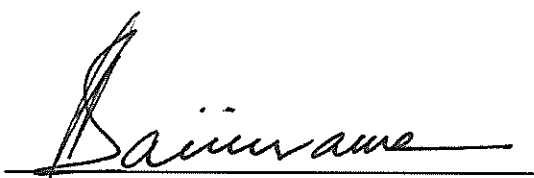
Total allocated resources: \$2,685,000

- Regular \$200,000
- Other:
  - Cost-Sharing (Japan) 2,485,000

Unfunded budget: \$0

In-kind Contributions \_\_\_\_\_

Agreed by Government of Fiji:



**Hon. Josaia Voreqe Bainimarama,  
Prime Minister of the Republic of Fiji**

Agreed by UNDP:



**Ms. Osnat Lubrani,  
UNDP Resident Representative**

## Contents

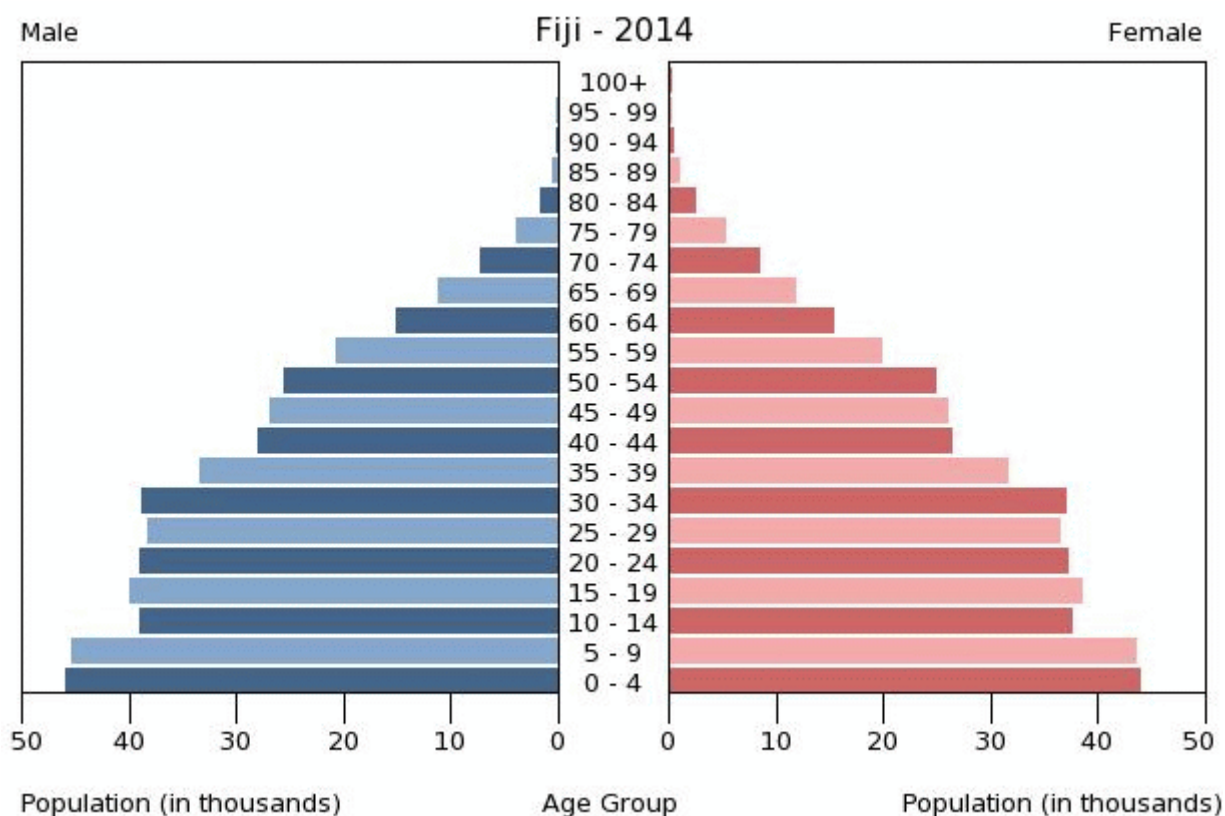
I.	Situation Analysis .....	2
	Demographic Context .....	2
	Political Context .....	3
	Socio-economic Context .....	3
	2013 Constitution .....	5
	Civil Service and Public Administration .....	5
	Local Government and Local Service Delivery .....	5
	Access to Justice .....	6
	2014 Elections .....	8
	Violence Against Women in Fiji .....	8
II.	Strategy .....	9
III.	Results and Resources Framework .....	11
	INPUTS .....	11
IV.	Annual Work Plan .....	18
	Year: 2015 .....	18
	Year: 2016 .....	21
	Year: 2017 .....	28
V.	Management Arrangements .....	34
	Programme Management Unit .....	34
	Project Board .....	34
	Programme Support by UNDP .....	34
	Project Organisation Structure .....	35
IV.	Monitoring Framework And Evaluation.....	36
V.	Legal Context .....	37
VI.	ANNEXES.....	38

## I. SITUATION ANALYSIS

1. Fiji is a middle-income country (estimated GDP of around \$4,900) with high human development (2013 HDI of 0.724, ranked 88), which has steadily improved over time (from 0.587 in 1980). While there have been long-term positive trends on many fronts such as literacy and access to health-care, progress in poverty reduction has been slow<sup>1</sup> with relatively high inequality<sup>2</sup> and with rural poverty levels high, and on the increase.<sup>3</sup> Women, in particular, face multiple disadvantages, with labour force participation of 37.5% as opposed to 72.0% for men,<sup>4</sup> low levels of representation in leadership positions, and very high prevalence of domestic violence.<sup>5</sup>

### Demographic Context

2. Fiji's population of about 900,000 is spread widely over a number of islands (more than 100 of which are inhabited), with a tendency of increasing urbanization – over half of Fiji's people now live in urban areas with more than one-third in the capital city of Suva. According to UNHABITAT, 31 percent are living in informal settlements, placing growing strain on urban governance and access to services. Access to services is also challenging for those living in the Maritime Zone and other remote rural areas.



Fiji Age structure<sup>6</sup>

<sup>1</sup> 35.2% poverty rate (2008-9 figures) down from 39.8% in 2002-3:

[http://www.forumsec.org/resources/uploads/attachments/documents/2013\\_Pac\\_Regional\\_MDGs\\_Tracking\\_Report\\_FINAL.pdf](http://www.forumsec.org/resources/uploads/attachments/documents/2013_Pac_Regional_MDGs_Tracking_Report_FINAL.pdf)

<sup>2</sup> 2009 Gini coefficient of 42.8 (<http://data.worldbank.org/indicator/SI.POV.GINI?page=1>)

<sup>3</sup> Rural poverty has increased from 41% to 43% according to Fiji's Ministry of Strategic Planning:

<http://www.islandsbusiness.com/news/fiji/2622/fiji-will-not-meet-three-mdg-goals-by-2015/>

<sup>4</sup> <http://hdr.undp.org/en/countries/profiles/FJ>

<sup>5</sup> Figures released by the Fiji Women's Crisis Centre at the end of 2013 reveal that 80 per cent of women in Fiji have witnessed some form of violence in the home, with over 25 per cent reporting having been beaten while pregnant – and that 43 women are injured, 1 is permanently disabled, and 71 lose consciousness every day in Fiji through domestic violence. 64 per cent who have ever been in a relationship have experienced either physical or sexual violence or both by a husband or intimate partner. Less than 1 out of 5 women go to police or health centers/hospitals for help.

<sup>6</sup> [http://www.indexmundi.com/fiji/age\\_structure.html](http://www.indexmundi.com/fiji/age_structure.html). Data source: CIA World Factbook - as of 23 August 2014

3. According to the 2007 census, the majority of the population of Fiji are Christians, with holding 55.4 percent (Methodist 34.6%, Assembly of God 5.7%, Seventh-Day Adventist 3.9%, Anglican 0.8%, other 10.4%) and Roman Catholics at 9.1 percent. Hindus were the largest non-Christian group with 27.9 percent, followed by Muslims at 6.3 percent and Sikhs at 0.3 percent.<sup>7</sup> In terms of ethnic groups Fijian/iTaukei were counted as making up 57.3 percent of the population, Indo-Fijian<sup>8</sup> at 37.6 percent, Rotumans with 1.2 percent, and others at 3.9 percent (Europeans, other Pacific Islanders, and Chinese). Demographically the population is very young. The population under 14 makes up 28.2 percent, and the cohort aged 15-24 years: 17.1 percent. Adults aged 25-54 years are 41.1 percent of the population and those aged 55-64 years are 7.8 per cent. Those older than 65 years are 5.8 which is also the only cohort where females outnumber males. As a result of the youthfulness of the population, about 46 percent of voters registered for the 2014 elections were under the age of 29 and voted for the first time in their lives, and had no experience of living as adults in a democratic system.

### **Political Context**

4. Since independence in 1970, Fiji has had an unsettled political history, with four coups since 1987. Driving factors leading to this political instability include tensions deriving from ethnic divisions as well as divisions between genders, generations, populations in central, informal settlements, and remote areas, etc. Fiji's parliamentary elections, held on 17 September 2014, marked the re-establishment of parliamentary democracy after the 2006 coup, and created an opportunity for building inclusive and effective democratic governance.
5. Fiji's human development has continued to progress especially in many areas such as literacy, healthcare and legal aid. However, it faces a number of challenges which are relevant to governance:
- Women remain disadvantaged with high rates of domestic violence, and limited leadership positions;
  - In the September elections, 46% of the voters were young people under the age of 29 who voted for the first time, and who had never experienced democracy in their adult lives;
  - Rapid urbanization (51% of population, 31% in informal settlements) places a strain on urban governance;
  - The impact of drivers of previous conflict such as politicization of ethnic divisions is unclear;
  - Fiji's geography poses challenges to equity of access to justice, and there is a limited awareness of rights and about governance issues generally.

### **Socio-economic Context**

6. While there have been long-term positive trends on many fronts such as literacy and access to health-care, progress in poverty reduction has been slow with relatively high inequality and with rural poverty levels high, and on the increase. Women, in particular, face multiple disadvantages, with labour force participation of 37.5 percent as opposed to 72.0 percent for men, low levels of representation in leadership positions, and very high prevalence of domestic violence.

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<sup>7</sup> Other or unspecified ranked at 0.3 percent, and none at 0.7 percent.

<sup>8</sup> The Indian population of Fiji is in itself characterized by considerable diversity. The original indentured labourers came from a variety of regions of what later became India and Pakistan, and most retained their customs, traditions and languages for several generations. Inter-marriage was initially rare. Thus Hindustani/Hindi, Tamil, Urdu and Gujarati were all languages found spoken among Indo-Fijians. Over time, a colloquial form of Fijian Hindi has emerged as a common language understood by most. From about 1960 to 2000, Indians constituted more than half of the population of Fiji.

7. Although Fiji has a more diversified production structure than most Pacific island economies, the economy remains heavily dependent on sugar and tourism. After experiencing robust growth in the 1970s, economic growth in Fiji slowed to about 2 percent between 1980-2012 owing to persistent political turmoil, external shocks, and slow progress in structural reforms that have discouraged private investment. The macroeconomic situation has improved and the current configuration of macroeconomic policies is broadly considered appropriate. However, the IMF has warned against complacency. The current environment is a rare window of opportunity to address deep-seated structural issues and lay the foundation for higher and broad-based growth that is inclusive and sustainable.
8. Unemployment at nearly 9 percent continues to be stubbornly high, with youth and underemployment at significantly higher rates. The key policy challenges identified by a recent IMF review are to raise potential growth, reduce vulnerability to shocks, and further reduce poverty. Although the authorities have recently implemented some structural measures - improving infrastructure, enhancing land-leasing efficiency, restructuring the sugarcane industry, among others - the need for deeper and faster reform to support higher growth and reduce unemployment and poverty is urgent. Moreover, reflecting the limited opportunities in Fiji, emigration continues, often among the skilled and highly educated, leading to brain drain and reducing the population growth rate, which has been under one percent since 2009 and currently stands at 0.70 percent. The investment climate needs improvement through making government regulations more predictable and less intrusive, including relaxing the extensive price controls.
9. In 2012, tourist arrivals declined by 2.5 percent, while sugar production fell by 7.1 percent as massive floods and Cyclone Evan, one of the worst storms in Fiji's history, caused severe damage to crops in December 2012. The Government expenditure of Fiji is 14.6 percent of GDP (with a global rank of 107), which has decreased from an average Government expenditure of 16.5 percent of GDP in the decade from 1998 to 2008. In 2012 and the government (public) debt declined to 51.1 percent, from 53 percent in 2011. In 2013, public debt rose to 56.2 percent of GDP, 54th in a global ranking. The 2013 budget targeted a deficit of 2.8 percent of GDP, with a large boost to infrastructure spending. The increase in public investment, especially upgrading the inadequate infrastructure, is appropriate to support growth, if administered effectively. The IMF's debt sustainability analysis indicates that public debt is sustainable, but points to the need for some caution on external financing.
10. The key remaining policy challenges remains to raise potential growth, reduce unemployment and increase resilience to shocks. The need for faster and deeper structural reform is urgent to boost investor confidence, reduce the economy's supply bottlenecks and raise the absorptive capacity in order to take full advantage of an expected increase in foreign and domestic investments following the 2014 elections.
11. Fiji has relatively strong human development indicators, but reducing poverty levels further will require, among others, increased employment opportunities domestically through structural reforms. Fiji spends less on basic social services than other Pacific economies as a proportion of public expenditure and relative to the size of the economy. Around 35 percent of Fijians lived below the national basic needs poverty line in 2008/09, but the incidence of food poverty is low, under 5 percent. Expectancy of life was around 69.3 years in 2011, slightly above the Pacific average of 67.5 years. Infant and child mortality rates are among the lowest in the Pacific, at 16.4 and 14.1 per 1,000 live births respectively, reflecting the broad coverage of public health services. Incidence of tuberculosis is low and declining. The incidence of HIV is around 0.1 percent. Like other Pacific Island Countries, however, Fiji faces important challenges in managing Non-Communicable Diseases (NCDs) which are responsible for 82 percent of deaths.
12. Since 2003 national poverty dropped by 4.6 percentage points from 39.8 percent in 2002/03 to 35.2 percent in 2008/09. This overall decline, however, masks significant rural-urban variation. Most of the poverty reduction during this period was driven by

the 8.3 percentage point (23 percent) reduction in urban poverty from 34.5 percent to 26.2 percent. Rural poverty remained at 44 percent. Poverty rates varied significantly by region, from 53.5 percent in Northern to 23.4 percent in Central Division.

13. The social protection system in Fiji is one of the most developed in the Pacific region. Moreover, in 2012 the Government endorsed 2 key changes to the social protection system in Fiji: (i) introduction of the poverty-targeted benefit at a household level (targeting the poorest 10 percent of the population); and (ii) introduction of the old age social pension for people aged over 70.

### **2013 Constitution**

14. The 2013 Constitution builds on some elements which have been entrenched tradition in the governance arrangements of Fiji, both pre- and post-independence, but also introduces a number of new aspects, which bring fundamental change to the institutional parameters in which democratic governance takes place, including by the establishment of a range of new constitutional bodies and institutions. Of these novelties, some have been hailed as progress in terms of accountability, transparency and participation, while others have been criticized, both in the country and abroad, as limiting responsibility for past human rights abuses, overly concentrating powers in only a few offices and thus giving too much weight to the executive branch, and of being too rigid to be changed through amendments. This section can only give a brief overview of the overall structure, and mentions a few of the more generally controversial aspects, while more specific provisions are discussed in the substantive chapters further below.
15. In its 174 sections, divided in 12 Chapters, the Constitution of the Republic of Fiji (2013) comprehensively lays out the basic law of the state, with which all other subsidiary laws and administrative acts must conform; empowers and enables state institutions but also limits their action to what is authorized in the Constitution; and describes the space and relationship between the state and the people of Fiji, most importantly by including an extensive a Bill of Rights. At around 33,000 words, Fiji's 2013 Constitution is of medium size in global comparison. The Constitution was adopted in the English language and although translations in the iTaukei (Fijian) and Hindi languages are available, the English version prevails.

### **Civil Service and Public Administration**

16. The civil service is the backbone of Fiji's public administration. The single service is centrally and hierarchically organized and largely follows the traditions, terminologies and practices commonly found in former British colonies. The service is generally considered professional and well-functioning, but calls for reform have also been frequent in recent years. Allegations of nepotism and corruption are not unusual, and trends such as increasing transparency, accountability and service-orientation have presented challenges to the more old-fashioned elements of the system. Some modernization has however taken place during past governments, and the newly elected government has made it one of its main priorities to further reform the civil service.

### **Local Government and Local Service Delivery**

17. Fiji is a unitary country which does not provide for local autonomy or self-governance at the local or sub-national level in its Constitution.<sup>9</sup> The central government leads administration, urban and rural development, public works and investments, revenues and expenditures, law-making and regulatory power and hires the large majority of public servants. At the same time, elaborate efforts have been made to preserve traditional forms of community-based decision-making and self-governance, in particular for its indigenous iTaukei population.

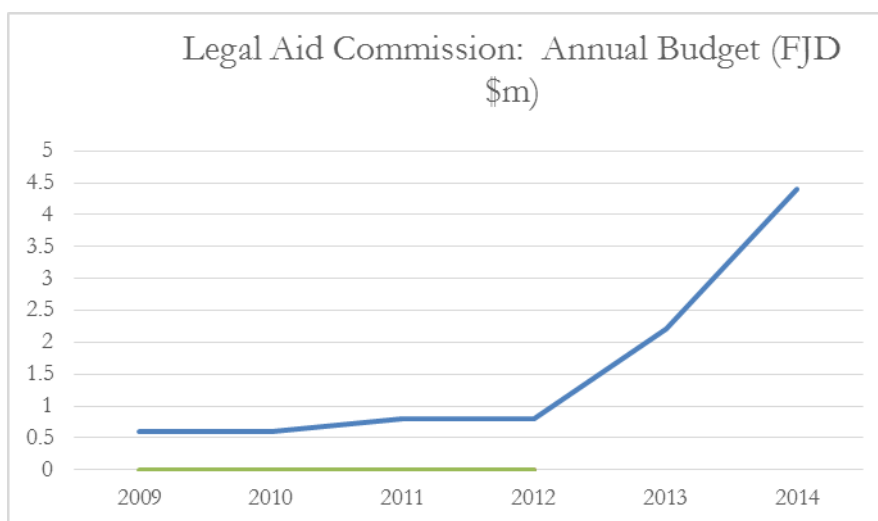
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<sup>9</sup> Neither the 1990 or the 1997 constitution made specific provisions for local government.

18. Accordingly, in Fiji, the system of local governance is complex and combines a number of structures and mechanisms. While being a relatively small country, Fiji is characterized by considerable dispersion, given that its territory extends to over 300 inhabited islands, some of which are extremely remote and inaccessible. It also features diversity in its population, with direct effects on the way communities organize and govern themselves and the manner in which the state interacts with these communities.<sup>10</sup>
19. Fiji's system of local governance can be described as three separate structures. In practice, however, they overlap and interrelate to some extent. First, the central state, which maintains its headquarters and most of its staff in Suva, the capital, is subdivided in four divisions (Central, with headquarters at Nausori; Northern, at Labusa; Eastern, at Levuka; and Western, with its base at Lautoka). Each Division is headed by a centrally appointed Division Commissioner. These divisions are in turn subdivided into provinces and districts, with district offices covering the entire territory and servicing all citizens, irrespective of ethnicity.

### Access to Justice

20. The Constitution requires free legal aid to be provided to those who do not have the means to afford their own representation, and this duty is performed by the Legal Aid Commission which was set up under the Legal Aid Act 1996 and is now entrenched as an independent constitutional body.<sup>11</sup> It is currently chaired by the Solicitor-General. The Legal Aid Commission has been expanding over the last few years: it currently has 124 staff (including 65 lawyers with a good gender balance) working in 11 offices which will expand to a total of 15 offices throughout Fiji. The budget of the Legal Aid Commission has increased impressively in recent years, as the chart below demonstrates:



21. Legal aid is provided primarily in criminal and family matters as well as some civil matters such as wills and probate, subject to a means threshold of annual earnings below FJD \$15,000. Domestic violence and children's cases make up the predominant family law caseload. It is reported that about 50 percent of criminal defendants receive legal assistance<sup>12</sup> which is a relatively high figure, but still demonstrates a large unmet need even within criminal law, to say nothing of other areas of civil law (such as land or administrative issues) which do not qualify for legal aid.

<sup>10</sup> UNDP, Designing Inclusive and Accountable Local Democratic Institutions

<sup>11</sup> Constitution Section 118

<sup>12</sup> UNCT estimates



A number of NGOs and other bodies provide legal advice and assistance in particular areas:

- The **Consumer Council** has three lawyers on its staff who engage in legal awareness raising and advice on a wide range of issues facing ordinary consumers, including landlord/tenant issues, rates and other disputes with local government, disputes with utility companies, problems with consumer goods. The Council targets the most disadvantaged groups such as the disabled, rural poor, people living in maritime zone. The Council also conducts advocacy on social justice issues such as access to basic services including water, sanitation and health. It does this through community visits and radio through its 22 staff and also through a network of volunteers. It helps consumers take cases to the small claims court, which are able to resolve disputes under \$5,000 cheaply and accessibly (low court fees, no liability to pay costs, branches of the court across Fiji<sup>13</sup>). The Council has been calling for better redress for consumers including a Consumer Tribunal which the Government has committed to establish.
- The law school at **University of South Pacific** (USP) runs Fiji's only student law clinic (up to 25 students each semester).<sup>14</sup> Through the law clinic, students provide advice to drop-in clients on a wide variety of matters. The law clinic, a credit-bearing course, is preparing to organize awareness-raising "street law" outreach programmes in local communities, but its ability to reach remote communities may require some additional financial support. Other law schools such as the law faculty at the (private) **University of Fiji**, and the newly-established law faculty at the **Fiji National University**, have not yet established clinical legal education programmes and do not plan to do so in the immediate future.
- **Transparency International Fiji** provides free legal advice to those affected by corruption and helps them to take up their case with FICAC. In actual fact, only some 6 percent of the complaints received are related to corruption.
- **Fiji Women's Crisis Centre** provides legal support to women survivors of domestic violence.
- Some **public interest cases** are taken on a *pro bono* (voluntary) basis by lawyers in Suva but in general there is no systematic provision of *pro bono* legal assistance. The recently re-established Fiji Law Society (see above) has shown an interest in facilitating more *pro bono* cases.

22. At the local level, the presence of Small Claims Courts in currently 12 locations provides an accessible and cheap form of justice for low value civil disputes, although no free legal assistance is available for these kinds of cases apart from that provided by the Consumer Council as noted above.
23. Both iTaukei and Indo-Fijian communities also have a long tradition of informal dispute resolution at the local level. The 1997 Constitution had included a clause requiring the application of customary laws and dispute resolution in accordance with traditional Fijian processes, but this was omitted in the 2013 Constitution. Customary land ownership rights of iTaukei are expressly preserved by Section 28 of the Constitution, and in practice administered and adjudicated by the iTaukei Land Trust Board. There appears to be no recent research on the degree to which customary laws and traditional dispute resolution practices may conflict with state law and the formal court system.

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<sup>13</sup> In theory no lawyers are involved on either side although in practice the Government and other defendants use lawyers to defend cases brought against it.

<sup>14</sup> Formerly, the clinic was co-located with the Legal Aid Commission under a trial arrangement under which law students took on some of the Commission's advisory workload (for instance, in cases where LAC could not take on a case because of conflicts of interest) and the law clinic director would then represent clients in court. This arrangement has now been terminated by mutual agreement, and since January 2015 the USP clinic has been housed in a new office on campus but on the main road, so that it is accessible to members of the public.

24. More broadly, there appears to be a lack of research identifying the needs for access to justice and legal aid in Fiji, in particular those of women, vulnerable and marginalized groups, and assessing the degree to which these needs are met by the state justice system and by the various service providers discussed above.

### 2014 Elections

25. On 17 September 2014 citizens of Fiji went to the polls to elect all 50 Members of Parliament (MPs) to represent them in Fiji's new unicameral legislature. The elections were organized as per the Electoral (Registration of Voters) Decree of 2012, the Political Parties (Registration, Conduct, Funding and Disclosures) Decree of 2013, and the Electoral Decree of 2014.
26. The elections took place under the auspices of Fiji's Electoral Commission, set up by the 2013 Constitution to be an independent government agency responsible for overseeing elections and formulating relevant policy. The Commission has the authority to regulate the registration of voters, candidates and political parties, declare the results and determine the number of seats in parliament. It also has the power to monitor and enforce compliance with any written law governing elections and political parties. Its members include a Chairperson and six other members, all of whom remained in place as established under the 2009 State Services Decree. Beneath the Electoral Commission is the Fijian Elections Office (FEO), responsible for administering the elections and acting under the direction of the Electoral Commission. The FEO is headed by the Supervisor of Elections, who was also appointed by the President as per the 2009 State Services Decree. The FEO is responsible for registering voters, parties and candidates, implementing voter education initiatives and enforcing electoral laws.
27. Leading up to the elections, Fiji put in place a new Electronic Voter Registration (EVR) system using biometric technology. During the voter registration process, thumbprints were collected from the registrants by an electronic scanner and then saved as a biometric marker, along with a photograph. The purpose of the new system was to help eliminate voter fraud by accurately identifying individuals who attempt to register more than once. According to the Fiji Elections Office, there were 591,101 registered voters as of 3 September 2014.
28. All Fijian citizens, who had turned 18 years on or before 4 August 2014, were deemed eligible to vote, provided that they registered by that date. Additionally, registered Fijian citizens not residing in Fiji were allowed to vote by mail, provided they applied to do so before 26 August 2014, and their vote was received by the electoral management bodies before polls closed on Election Day. In remote areas and locations where voter numbers are low such as parts of the Lau Group, the Lomaiviti Group and voters in disciplined forces, persons in health & nursing facilities or in remand or prison were able to vote early.

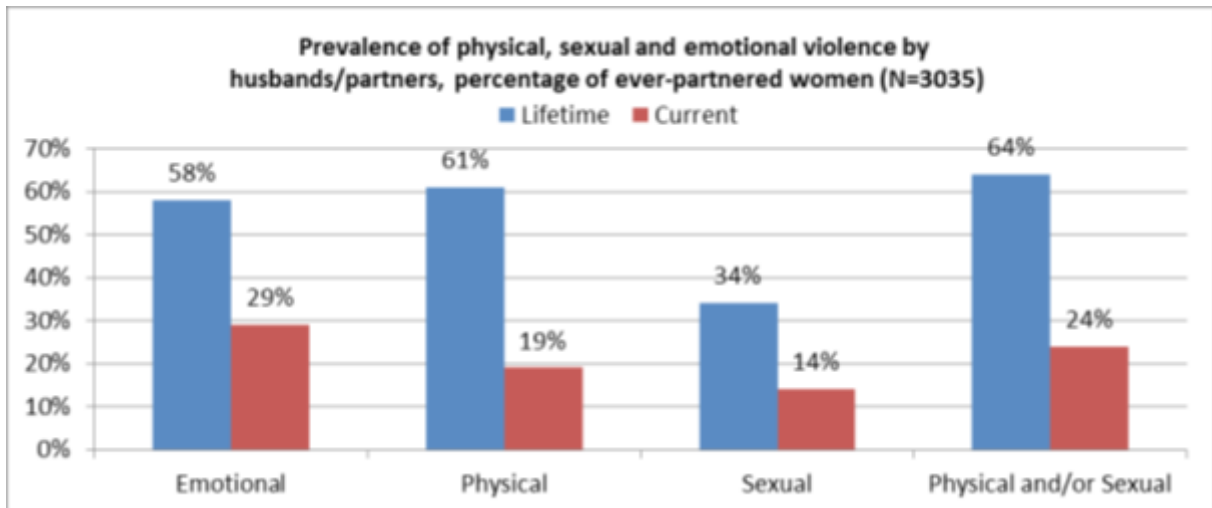
### Violence Against Women in Fiji

29. Violence against girls and women is closely linked with women's participation in decision making. In the Pacific, violence against girls and women are the most pervasive in the world and the Pacific as a region also has the lowest number of women in parliament. A **National Research on Women's Health and Life Experiences in Fiji (2010/2011)** exploring the prevalence, incidence and attitudes to intimate partner violence was carried out by the Fiji Women's Crisis Centre. It has revealed staggering statistics,<sup>15</sup> which call for a separate highlight of violence against women within this analysis. The rates of injury in Fiji due to intimate partner violence are among the highest in the world and Fiji's rate of injury was exceeded by three other categories: Kiribati, provincial Peru and urban Thailand.<sup>16</sup>

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<sup>15</sup> <http://fijiwomen.com/wp-content/uploads/2014/11/1.pdf>

<sup>16</sup> Of 15 sites included in the WHO multi-country study and 5 other studies that used the WHO methodology



Source: <http://fijiwomen.com/wp-content/uploads/2014/11/1.pdf>

30. The Fiji Women Crisis Centre’s newest survey “Somebody’s Life, Everybody’s Business” illustrates the degree to which daily life of Fiji women is overshadowed by domestic violence. Overall, 64 percent of women (aged 18-64) who have been in an intimate relationship have experienced physical or sexual violence from their partner and 24 percent of women were suffering from persistent physical or sexual partner violence at the time of the survey. In Fiji, 43 women are injured as a result of intimate partner violence, one is permanently disabled, and 71 lose consciousness every day. The survey also revealed that 15 percent of women have been beaten during pregnancy in Fiji.
31. The data represented in the figure above demonstrates the different types of violence and their relevance. 61 percent of women in Fiji have experienced physical violence in their lifetimes which means more than three in five women. In comparison with 58 percent experiencing emotional violence and 34 percent sexual violence, this shows the pervasiveness of violence against women by their husbands/intimate partners. Looking at current violence, 29 percent are suffering from emotional violence every day (more than one in four). Compared with 19 percent who are currently living with physical violence and 14 percent with sexual violence, emotional violence is therefore the highest form of current experiences of violence.

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## II. STRATEGY

32. UNDP, in partnership with the government of Japan, already has been supporting Fiji in the political transition process through the Parliament strengthening project. The project has been a key pillar of support for the re-establishment of Parliament through revision of the legal framework, procurement of essential ICT equipment, professional development of staff and capacity development of newly elected Members of Parliament.
33. Support to inclusive and effective democratic governance and promotion of peace and social cohesion is at the core of UNDP’s work and is one of the pillars of its current Strategic Plan. This has been reflected through a long track-record of supporting Fiji through both country-level and regional governance programmes in the areas of parliamentary development support, civic education, local governance, gender equality, youth leadership and so on. The 2014 elections and the 2013 Constitution provide new opportunities as well as challenges for the Government in providing services in an equitable and fair manner, protecting and promoting the fundamental rights of the people of Fiji, and strengthening participation and accountability at central and local levels. UNDP is well-placed to provide support in all these areas.
34. The elections in September 2014 have provided the potential to transform the context for governance, with not only a new Parliament, but also the reestablishment of a

Human Rights Commission, a new Transparency and Accountability Commission and a number of other bodies and rights introduced by the new Constitution. There is widespread optimism at the opportunities for strengthened governance offered by the new Constitution, new legislation on freedom of Information and Codes of Conduct for public officials forthcoming, and a commitment on the government side to public service and local government reform, police reform, strengthening women's access to justice and women's leadership.

### III. RESULTS AND RESOURCES FRAMEWORK

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

Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development;  
 Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public;  
 Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress;  
 Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women’s empowerment; and  
 Output 4.4. Measures in place to increase women’s participation in decision-making.

**Intended Outcome as stated in the UNDAF (2013-2017) Document for the Pacific Region:**

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

**Intended Outcome as stated in the Country Programme Results and Resource Framework (UNDAF Fiji Country Matrix):**

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

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets (UNDAF Fiji Country Matrix – Outcome 5.1):**

**Indicators:** World Bank Good Governance Indices (Voice and Accountability, Political Stability, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption)

**Baseline:** Voice and Accountability (19/49.6), Political Stability (39.6/60.9), Government Effectiveness (26.8/44.3), Regulatory Quality (27.3/41.1), Rule of Law (19.9/50.8), Control of Corruption (19.1/45.8) (2010)

**Target:** Improved Rating for World Bank Good Governance Indices

**Partnership Strategy**

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b> Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law and Human Rights</p> <p><b>Output Baselines:</b></p> <p>1. Zero-comprehensive feasibility studies informing</p>	<p><b>Output Targets 2015:</b></p> <p>1. Feasibility Study conducted</p> <p>2. Implementation Roadmap for mobile units completed</p> <p>1. 3 x mobile units</p>	<p><b>Activity Result 1.1: Supporting rural and urban settlements service delivery for women and vulnerable groups through putting up mobile unit for legal and other services and advice.</b></p> <p>1.1.1 Recruit international and local experts as well as field researchers</p>	UNDP	\$1,715,000

<p>service delivery to rural communities.</p> <ol style="list-style-type: none"> <li>2. Zero- dedicated medium of access/provision (mobile clinics) for legal aid, access to justice and capacity building for women.</li> <li>3. N/A</li> <li>4. Lack of coordination between Ministries on rural service delivery.</li> <li>5. Minimal access of legal aid services in rural areas.</li> <li>6. N/A</li> </ol> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Status of feasibility study on rural service delivery.</li> <li>2. # of mobile units procured to improve service delivery.</li> <li>3. % of population trained and indicating improved levels of awareness around issues such as women's rights, access to justice, etc through surveys.</li> <li>4. # of coordination meetings between ministries that result in joint plans for rural service delivery.</li> <li>5. % of population provided access to legal aid service through the mobile clinics.</li> <li>6. % of legal practitioners, judges and related participants trained and expressing (through</li> </ol>	<p>procured and handed over to Government</p> <ol style="list-style-type: none"> <li>2. Training materials and plans developed on women's rights and access to justice.</li> <li>3. Awareness and capacity building trainings for women/youths conducted for at least 4 districts.</li> <li>4. Assessment on peace-building, social cohesion and DG conducted for related national institutions</li> <li>5. Strategic Planning and Coordination Plans developed and deployed among government ministries.</li> <li>6. At least 1 coordination meetings between Govt ministries conducted in 2015.</li> <li>7. Training materials for government coordination developed and utilised</li> </ol> <p><b>2016/2017</b></p> <ol style="list-style-type: none"> <li>8. Annual Plan for use of mobile units in 2016/2017 completed, distributed and implemented.</li> </ol>	<p>to conduct Feasibility Study for mobile units for improved service delivery for women and other vulnerable groups.</p> <ol style="list-style-type: none"> <li>1.1.2 Undertake consultations in Vitilevu and Vanualevu and develop implementation roadmap and annual/monthly plans for setting up of national mobile units in two major islands in Fiji – Vitilevu and Vanua Levu.</li> <li>1.1.3 Tender for mobile units published.</li> <li>1.1.4 Undertake procurement for 3 national mobile units for improved service delivery.</li> <li>1.1.5 Technical advisory, planning &amp; coordination for mobile buses and project management (3 years)</li> </ol>		
		<p><b>Activity Result 1.2: Undertake capacity building for women and youth on peace-building, social cohesion and other development issues at national and sub-national levels.</b></p> <ol style="list-style-type: none"> <li>1.2.1 Develop training and awareness roadmap/plans for women's rights and access to justice workshops and awareness activities.</li> <li>1.2.2 Produce communications, knowledge/ training materials.</li> </ol>	UNDP	\$80,000

<p>surveys) improved knowledge on case handling around key issues such as domestic violence, human rights etc.</p> <p>Sources: Annual Report, quarterly progress reports, ATLAS reporting, Project Evaluation Reports</p>	<p>9. Further awareness and capacity building trainings completed for 10 districts.</p> <p>10. Legal Aid training and capacity assessment completed</p> <p>11. Survey conducted on legal aid access and service provision for Fiji</p> <p>12. Trainings conducted for legal aid officers in northern and western division.</p> <p>13. Trainings conducted for legal aid officers in central and eastern division.</p> <p>14.2 additional legal clinic setup by 2017</p> <p>15. Awareness raised on legal clinics among law students and practitioners.</p> <p>16. Training for judges and legal practitioners on special issues such as domestic violence, human rights conducted in central division.</p> <p>17. Training on special issues such as domestic violence, human rights conducted in northern</p>	<p>1.2.3 Conduct awareness sessions to train women and youths champions in 14 districts on human rights, democratic governance, peace-building and social cohesion.</p>	(TRAC)	\$60,000
		<p><b>Activity Result 1.3: Support key government institutions, such as Ministry of Women and Poverty Alleviation, with strategic planning, coordination with relevant line ministries for effective and coordinated service delivery to urban informal and rural communities.</b></p> <p>1.3.1 Undertake strategic analysis and assessment of capacity within different institutions in relation to peace building, social cohesion and democratic governance.</p> <p>1.3.2 Develop training materials or modules on effective coordination, planning and M&amp;E for Government.</p> <p>1.3.3 Create a platform/space/mechanism for on effective planning and coordination.</p> <p>1.3.4 Provide technical advisory support for strategic planning and management for Ministry of Women and other institutions.</p>	UNDP	\$71,000
		<p><b>Activity Result 1.4: Support to strengthening the capacity of and the legal aid commission to improve access to justice in urban informal and rural communities.</b></p>	UNDP	\$79,000

	and western division.	<p>1.4.1 Undertake training &amp; capacity Needs Assessment of Legal Aid</p> <p>1.4.2 Undertake national survey of Legal Aid Service Provision</p> <p>1.4.3 Conduct trainings for Legal Aid Officers on special issues such as domestic violence and family law matters (relative to international best practice)</p> <p>1.4.4 Conduct awareness programmes for Legal Aid Services.</p>		
		<p><b>Activity Result 1.5: Provide support in strengthening academic law clinics for improved legal services to urban informal and rural communities, in particular women and youth, and building the awareness of law students on ethics and the values of social justice.</b></p> <p>1.5.1 Provide technical advisory support to strengthening capacity of Community Legal Centre(s).</p> <p>1.5.2 Upgrade equipments to strengthen academic law clinics (currently one with USP) for improved service delivery and accessibility.</p> <p>1.5.3 Conduct awareness workshops for law students on academic law clinics and on democratic governance principles such as ethics</p>	UNDP	\$78,500



		and values of social justice. <b>Activity Result 1.6: Support the capacity building of institutions working on democratic governance, human rights, rule of law, and anti-discrimination aspects. Provision of support in building capacity of judicial officers, judges and other related actors on special issues such as domestic violence</b>  1.6.1 Provide training for practitioners (including judges and legal practitioners) and other related actors working in the areas of human rights, anti-discrimination on international best practices, and case studies from other countries.  1.6.2 Provide technical advisory and capacity-building support to strengthening institutions working on democratic governance, HR, rule of law and anti-discrimination aspects.	UNDP	\$100,000
			<b>Subtotal Output 1</b>	<b>\$2,183,500</b>
<b>Output 2:</b> Support Research and Analysis for evidence based policy making  <b>Baselines:</b> 1. No dedicated policy advice/ analysis undertaken for strengthening legal aid access, regulation and policy work for women/ vulnerable population.	<b>Targets</b> <b>2016:</b> 1. Legal Aid regulatory, policy and capacity assessment undertaken. <b>2017:</b> 2. Policy research and analysis conducted in a timely manner.	<b>Activity Result 2.1: Undertake policy research and analysis on access to justice and legal empowerment of vulnerable and disadvantaged groups and those in remote areas.</b>  2.1.1 Provide policy advice and analysis done for strengthening legal aid regulations, policies and capacities.	UNDP	\$65,000

<p>2. No comprehensive Local Governance Assessment done in Fiji.</p> <p><b>Indicators:</b></p> <p>1. Dedicated policy advisory and analysis done on an ongoing basis targeting women and vulnerable group access on legal aid.</p> <p>2. 1 x Comprehensive study on Local Governance in 2016/2017</p> <p>Sources: Annual Report, quarterly progress reports, ATLAS reporting, Project Evaluation Reports</p>	<p>3. Local Governance Research and Assessment conducted</p> <p>4. Baseline research conducted on LG and</p> <p>5. LG concept finalised and presented for resource mobilisation.</p>	<p>2.1.2 Undertake and support research on legal aid best practices for improved service and legal aid access.</p> <p>2.1.3 Undertake policy research and analysis on broader access to justice and legal empowerment of people in the rural communities.</p>		
		<p><b>Activity Result 2.2: Local Governance Policy Research</b></p> <p>2.2.1 Undertake policy research on local governance conducted at local levels to identify baseline data and key issues as well as research and data gaps.</p> <p>2.2.2 Develop concept and undertake resource mobilisation undertaken for Local Governance Strengthening</p>	UNDP	\$62,500
			<b>Subtotal Output 2</b>	<b>\$127,500</b>
<p><b>Output 3:</b> Project Management and effective Monitoring &amp; Evaluation (M&amp;E) is applied to enhance project results</p> <p><b>Baseline:</b></p> <p>1. No Project Staff</p> <p>2. N/A</p> <p>3. N/A</p> <p>4. Project Evaluation guidelines on POPP</p>	<p><b>Targets:</b></p> <p><b>2015/2016/2017</b></p> <p>1. Project reporting on quarterly basis completed on time.</p> <p>2. Annual Board Meeting completed.</p> <p>3. Annual Donor reports submitted on time.</p> <p>4. Mid-term evaluation reports shared with relevant stakeholders.</p> <p>5. Final Project</p>	<p><b>Activity Result 3.1: Project is managed effectively and key results achieved and reported</b></p> <p>3.1.1 Project Board is updated on Project Progress</p> <p>3.1.2 Quarterly Progress Reports produced on time every quarter</p> <p>3.1.3 Donor Reports are prepared and submitted on time ensuring quality and results-oriented reporting</p>	UNDP  (TRAC)	\$12,000

<p><b>Indicators:</b></p> <p>1. # of Project Staff recruited and trained.</p> <p>2. # of Board meetings conducted effectively.</p> <p>3. Timelines of donor reporting.</p> <p>4. Project follows UNDP POPP guidelines on Project evaluation.</p> <p>Sources: Annual Report, quarterly progress reports, ATLAS reporting, Project Evaluation Reports</p>	<p>evaluation report completed and shared with relevant stakeholders.</p>	3.1.4 Communications and Visibility	(TRAC)	\$10,000
		3.1.5 Project Operational Expenses		\$50,000
		3.1.6 UNDP GMS (8%)		\$184,000
		<p><b>Activity Result 3.2: Independent Project Evaluations</b></p> <p>3.2.1 Mid-term Evaluation is conducted and results shared with stakeholders</p> <p>3.2.2 Mid-term Evaluation recommendations incorporated into Project Document/RRF</p> <p>3.2.3 Final Project Evaluation Conducted and results shared</p> <p>3.2.4 Miscellaneous</p>	UNDP (TRAC)	\$80,000
			(TRAC)	\$38,000
			<b>Subtotal Output 3</b>	<b>\$374,500</b>
			<b>Total Budget</b>	<b>\$2,685,000</b>

## IV. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<b>Output 1:</b> Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law and Human Rights <b>Baselines:</b> 7. Zero-comprehensive feasibility studies informing service delivery to rural communities. 8. Zero- dedicated medium of access/provision (mobile clinics) for legal aid, access to justice and capacity building for women. 9. Lack of coordination between Ministries on rural service delivery. <b>Indicators:</b> 7. Status of feasibility study on rural service delivery.	<b>Activity Result 1.1: Supporting rural and urban settlements service delivery for women and vulnerable groups through putting up mobile unit for legal and other services and advice.</b>  1.1.1 Recruit international and local experts as well as field researchers to conduct Feasibility Study for mobile units for improved service delivery for women and other vulnerable groups.  1.1.2 Undertake consultations in Vitilevu and Vanualevu and develop implementation roadmap and annual/monthly plans for setting up and use of national mobile units in two major islands in Fiji – Vitilevu and Vanua Levu.  1.1.3 Tender for mobile units published.  1.1.4 Undertake procurement for 3 national mobile units for improved service delivery.					UNDP	Cost-sharing			
			X						71200-Int Consult	\$15,000
									71300-Local Consultants	\$20,000
			X		X				71600-Travel	\$5,000
			X				74200-Advertising	\$10,000		
				X			72200-Equipmnt	\$289,500		

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
8. # of mobile units procured to improve service delivery.	1.1.5 Technical advisory, planning & coordination for mobile buses and project management	X	X	X	X			Technical advisory, coordination, project management cost	\$229,000
9. # of coordination meetings between ministries resulting in joint plans for rural service delivery.	<b>Activity Result 1.2: Undertake capacity building for women and youth on peace-building, social cohesion and other development issues at national and sub-national levels.</b>								
<b>Targets:</b> 18. Feasibility Study conducted and plans/roadmaps developed for use of mobile buses	1.2.1 Develop training and awareness roadmaps/plans for women's rights and access to justice workshops and awareness activities.			X	X	UNDP	Cost-sharing	71200- Int Consultants	\$10,000
19. 3 x mobile units procured and handed over to Government								71600-Travel	\$5,000
20. At least 1 coordination meetings between Govt ministries conducted in 2015.	<b>Activity Result 1.3: Support key government institutions, such as Ministry of Women and Poverty Alleviation, with strategic planning, coordination with relevant line ministries for effective and coordinated service delivery to urban informal and rural communities.</b>								
	1.3.1 Conduct a coordination meeting to undertake a strategic analysis and identify capacity within different institutions.			X		UNDP	Cost-sharing	75700-Meeting Cost	\$5,000
								<i>Subtotal Output 1</i>	<i>\$588,500</i>
<b>Output 3:</b> Project Management and effective Monitoring & Evaluation	<b>Activity Result 3.1: Project is managed effectively and key results achieved and reported</b>								

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
(M&E) is applied to enhance project results <b>Baseline:</b> 5. No Project Staff 6. N/A 7. N/A <b>Indicators:</b> 1. # of Project Staff recruited and trained. 2. # of Board meetings conducted effectively. 3. Timelines of donor reporting. <b>Targets:</b> 6. Project reporting on quarterly basis completed on time. 7. Annual Board Meeting completed. 8. Annual Donor reports submitted on time. Sources: Annual Report, quarterly progress reports, ATLAS reporting	3.1.2 Project Board is updated on Project Progress				X	UNDP	Cost-sharing	75700-Meeting Expenses	\$4,000
	3.1.3 Quarterly Progress Reports produced on time every quarter	X	X	X	X				
	3.1.4 Donor Reports are prepared and submitted on time ensuring quality and results-oriented reporting				X				
	3.1.6 Communications and Visibility	X	X	X	X				
	3.1.7 Project Operational Expenses	X	X	X	X				
	3.1.8 UNDP GMS (8%)							72400-Communications	\$2,000
									\$8,000
									\$30,000
								<i>Subtotal Output 3</i>	<i>\$44,000</i>
<b>TOTAL</b>									<b>\$632,500</b>

Year: 2016

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law and Human Rights</p> <p><b>Baselines:</b></p> <ol style="list-style-type: none"> <li>1. Project capacity building materials developed in 2015.</li> <li>2. 3 mobile buses purchased in 2015.</li> <li>3. 1 coordination meeting btwn Govt institutions conducted in 2015.</li> <li>4. No dedicated assessment/survey conducted on legal aid service delivery.</li> <li>5. 1 x Community Legal Centre operating from USP</li> </ol> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. # of district level awareness and capacity building trainings conducted with targeted 50% female population.</li> </ol>	<p><b>Activity Result 1.1: Supporting rural and urban settlements service delivery for women and vulnerable groups through putting up mobile unit for legal and other services and advice.</b></p> <p>1.1.5 Technical advisory, planning &amp; coordination for mobile buses and project management</p>	X	X	X	X	UNDP	Cost-sharing	Technical advisory, coordination, project management cost	573,500
	<p><b>Activity Result 1.2: Undertake capacity building for women and youth on peace-building, social cohesion and other development issues at national and sub-national levels.</b></p> <p>1.2.1 Develop training and awareness roadmap/plans for women's rights and access to justice workshops and awareness activities.</p>	X				UNDP	Cost-sharing	No-cost	0
	<p>1.2.2 Produce communications, knowledge/ training materials.</p>	X	X					71200-Int Consultant	6,000
	<p>1.2.3 Conduct awareness sessions to train women and youths champions for 7 districts on human rights, democratic governance, peace-building and social cohesion.</p>	X	X	X	X			71300-Local Consultants	5,000
			X	X	X	X			75700-Workshop Expenses
								UNDP Technical	

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
2. % of population having access to services through the mobile buses.	<p><b>Activity Result 1.3: Support key government institutions, such as Ministry of Women and Poverty Alleviation, with strategic planning, coordination with relevant line ministries for effective and coordinated service delivery to urban informal and rural communities.</b></p> <p>1.3.1 Conduct at least 2 coordination meetings to support joint planning.</p> <p>1.3.2 Undertake a strategic analysis and assessment of capacity within different institutions in relation to peace building, social cohesion and democratic governance.</p> <p>1.3.3 Develop training materials or modules on effective coordination, planning and M&amp;E for Government.</p> <p>1.3.4 Create a platform/space/mechanism for on effective planning and coordination through 2-day forum(s)</p> <p>1.3.5 Provide technical advisory support for strategic planning and management for Ministry of Women and other institutions through a 2 day workshop</p>						Support	30,000	
3. # of coordination meetings between ministries resulting in joint plans for rural service delivery.									
4. # of recommendtns in legal aid assessment accepted by Legal Aid commission.		X		X		UNDP	Cost-sharing	75700-Meeting Cost	\$5,000
5. % increase in population having access to Community Legal Centres			X	X					
<b>Targets:</b>									
1. Awareness and capacity building activities conducted in 7 districts.		X						71200-Int Consultant	\$20,000
2. 10% of Fiji's population provided access to services through mobile bus			X					75700-Wrkshop Expenses	\$8,000
3. At least 2 coordination meetings between Govt ministries conducted in 2016.					X			75700-Wrkshop Expenses	\$10,000
4. Legal Aid Assessment completed and shared with stakeholders.									
		<b>Activity Result 1.4: Support to strengthening the capacity of and the legal aid commission to</b>							



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
5. Community Legal Centres expanded.	<b>improve access to justice in urban informal and rural communities.</b>					UNDP	Cost-sharing	71200-Int Consultant	15,000
	1.4.1 Undertake training & capacity Needs Assessment of Legal Aid		X					71300-Local Consultants	10,000
	1.4.2 Undertake national survey of Legal Aid Service Provision			X				75700-Training/ Wrkshops	12,000
	1.4.3 Conduct trainings for Legal Aid Officers on special issues such as domestic violence and family law matters (relative to international best practice)				X				
	<b>Activity Result 1.5: Provide support in strengthening academic law clinics for improved legal services to urban informal and rural communities, in particular women and youth, and building the awareness of law students on ethics and the values of social justice.</b>					UNDP	Cost-sharing	75700-Wrkshp Expenses	2,000
	1.5.1 Provide technical advisory support to strengthening capacity of Community Legal Centre(s).	X	X	X	X			72800- IT Equip.	3,000
1.5.2 Upgrade equipments to strengthen academic law clinics (currently one with USP) for improved service delivery and accessibility.		X			71200-Int			20,000	
1.5.3 Conduct awareness workshops for law students on academic law									

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	clinics and on democratic governance principles such as ethics and values of social justice.				X			Consultant 71300-Local Consultant 75700- Wrkshp	10,000 15,000
	<p><b>Activity Result 1.6: Support the capacity building of institutions working on democratic governance, human rights, rule of law, and anti-discrimination aspects. Provision of support in building capacity of judicial officers, judges and other related actors on special issues such as domestic violence</b></p> <p>1.6.1 Provide training for practitioners (including judges and legal practitioners) and other related actors working in the areas of human rights, anti-discrimination on international best practices, and case studies from other countries.</p> <p>1.6.2 Provide technical advisory and capacity-building support to strengthening institutions working on democratic governance, HR, rule of law and anti-discrimination aspects.</p>					UNDP	Cost-sharing	71200-Int Consultant 71300-Local Consultant 75700-Wrkshp  75700-Wrkshp	36,000 10,000 24,000  10,000
								<i>Subtotal Output 1</i>	<i>846,500</i>
<b>Output 2:</b> Support Research and Analysis for evidence based policy making	<b>Activity Result 2.1: Undertake policy research and analysis on access to justice and legal empowerment of vulnerable and disadvantaged groups and those</b>								

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<b>Baselines:</b> 3. No dedicated policy advice/ analysis undertaken for strengthening legal aid access, regulation and policy work for women/ vulnerable population.  <b>Indicators:</b> 1. Dedicated policy advisory and analysis done on an ongoing basis targeting women and vulnerable group access on legal aid.	<b>in remote areas.</b>  2.1.1 Provide policy advice and analysis done for strengthening legal aid regulations, policies and capacities.				X	UNDP	Cost-sharing	71200-Int Consultant	15,000	
										71300-Local Consultant
								<i>Subtotal Output 2</i>	<i>\$20,000</i>	
<b>Output 3:</b> Project Management and effective Monitoring & Evaluation (M&E) is applied to enhance project results  <b>Baseline:</b> 1. All Project Staff hired 2. 2015 quarterly and annual reporting completed 3. 2015 Annual Board Meeting 4. No project evaluation completed in 2015  <b>Indicators:</b>	<b>Activity Result 3.1: Project is managed effectively and key results achieved and reported</b>  3.1.2 Project Board is updated on Project Progress  3.1.3 Quarterly Progress Reports produced on time every quarter  3.1.4 Donor Reports are prepared and submitted on time ensuring quality and results-oriented reporting  3.1.6 Communications and Visibility  3.1.7 Project Operational Expenses				X	UNDP	Cost-sharing	75700-Meeting Expenses	\$4,000	
		X	X	X	X					
		X	X	X	X					
		X	X	X	X					
								72400-Communications	\$4,000	
									\$21,000	

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
1. # of Project Staff recruited and trained.	3.1.8 UNDP GMS (8%)	X						\$77,000	
2. # of quarterly reports with 80% project delivery	<b>Activity Result 3.2: Independent Project Evaluations</b>  3.2.1 Mid-term Evaluation is conducted and results shared with stakeholders  3.2.2 Mid-term Evaluation recommendations incorporated into Project Document/RRF								
3. # of Board meetings conducted effectively with concrete recommendations for improved project impact					X	UNDP	TRAC	74100-Professional Services	\$40,000
4. # of recommendations coming out of mid-term evaluation accepted by Project Board.					X				
<b>Targets:</b> 1. Project staff ensuring achievement of project deliverables 2. Project reporting on quarterly and annual basis with 80% delivery. 3. Annual Board Meeting completed. 4. Mid-term evaluation reports shared with relevant stakeholders and recommendations accepted.  Sources: Annual Report, quarterly progress									

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets reports, ATLAS reporting</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
							<i>Subtotal Output 3</i>	<i>\$146,000</i>	
<b>TOTAL</b>								<b>\$1,012,500</b>	

Year: 2017

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1:</b> Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law and Human Rights  <b>Baselines:</b> 1. Project capacity building materials developed in 2015. 2. 3 mobile buses purchased in 2015. 3. 2 coordination meeting btwn Govt institutions conducted in 2016. 4. Assessment/survey conducted on legal aid service delivery. 5. Community Legal Centre operating from USP expanded 6. N/A  <b>Indicators:</b> 1. # of district level awareness and capacity building trainings conducted with targeted 50% female population.	<b>Activity Result 1.1: Supporting rural and urban settlements service delivery for women and vulnerable groups through putting up mobile unit for legal and other services and advice.</b>  1.1.5 Technical advisory, planning & coordination for mobile buses and project management	X	X	X	X	UNDP	Cost-sharing	Technical advisory, coordination, project management cost	573,000
	<b>Activity Result 1.2: Undertake capacity building for women and youth on peace-building, social cohesion and other development issues at national and sub-national levels.</b>  1.2.3 Conduct awareness sessions to train women and youths champions for 7 districts on human rights, democratic governance, peace-building and social cohesion.	X				UNDP	Cost-sharing	71300-Local Cnslt 75700-Workshop Expenses	10,000 22,000
		X	X	X	X			UNDP Technical Support	30,000
	<b>Activity Result 1.3: Support key government institutions, such as Ministry of Women and Poverty Alleviation, with strategic planning, coordination with relevant line ministries for effective and coordinated service</b>								

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
2. % of population having access to services through the mobile buses. 3. # of coordination meetings between ministries resulting in joint plans for rural service delivery. 4. # of recommendtns in legal aid assessment accepted by Legal Aid commission. 5. % increase in population having access to Community Legal Centres 6. % of legal practitioners, judges and related participants trained and expressing (through surveys) improved knowledge on case handling around key issues such as domestic violence, human rights etc.	<b>delivery to urban informal and rural communities.</b>  1.3.1 Conduct at least 2 coordination meetings to support joint planning.  1.3.4 Create a platform/space/mechanism for on effective planning and coordination through 2-day forum(s)  1.3.5 Provide technical advisory support for strategic planning and management for Ministry of Women and other institutions through a 2 day workshop	X		X		UNDP	Cost-sharing	75700-Meeting Cost	\$5,000
				X				75700-Wrkshop Expenses	\$8,000
		X						75700-Wrkshop Expenses	\$10,000
<b>Targets:</b> 1. Awareness and capacity building activities conducted in 7 districts. 2. 10% of Fiji's	<b>Activity Result 1.4: Support to strengthening the capacity of and the legal aid commission to improve access to justice in urban informal and rural communities.</b>  1.4.3 Conduct trainings for Legal Aid Officers on special issues such as domestic violence and family law matters (relative to international best practice)  1.4.4 Conduct awareness programmes for Legal Aid Services.					UNDP	Cost-sharing	75700-Training/ Wrkshops	12,000
		X	X	X	X			75700-Training/ Wrkshops 71600- Travel	15,000 15,000
	<b>Activity Result 1.5: Provide support in strengthening academic law clinics.</b>								

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>population provided access to services through mobile bus</p> <p>3. At least 2 coordination meetings between Govt ministries conducted in 2016.</p> <p>4. Legal Aid Assessment completed and shared with stakeholders.</p> <p>5. Trainings conducted for legal aid officers in all divisions.</p>	1.5.1 Provide technical advisory support to strengthening capacity of Community Legal Centre(s).	X	X	X	X	UNDP	Cost-sharing	75700-Wrkshp Expenses	2,000
	1.5.2 Upgrade equipments to strengthen academic law clinics (currently one with USP) for improved service delivery and accessibility.		X					72800- IT Equip.	1,500
	1.5.3 Conduct awareness workshops for law students on academic law clinics and on democratic governance principles such as ethics and values of social justice.				X			71300-Local Consultant 75700- Wrkshp	10,000 15,000
<p>6. 2 additional legal clinic setup by 2017</p> <p>7. Awareness raised on legal clinics among law students and practitioners.</p> <p>8. Training for judges and legal practitioners on special issues such as domestic violence, human rights conducted in central division.</p>	<p><b>Activity Result 1.6: Support the capacity building of institutions working on democratic governance, human rights, rule of law, and anti-discrimination aspects. Provision of support in building capacity of judicial officers, judges and other related actors on special issues such as domestic violence</b></p> <p>1.6.2 Provide technical advisory and capacity-building support to strengthening institutions working on democratic governance, HR, rule of law and anti-discrimination aspects.</p>					UNDP	Cost-sharing	75700-Wrkshp	20,000
								<i>Subtotal Output 1</i>	<i>748,500</i>
<b>Output 2:</b> Support Research and Analysis for evidence based policy	<b>Activity Result 2.1: Undertake policy research and analysis on access to justice and legal</b>								



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
making  <b>Baselines:</b> 4. No dedicated policy advice/ analysis undertaken for strengthening legal aid access, regulation and policy work for women/ vulnerable population.  <b>Indicators:</b> 1. Dedicated policy advisory and analysis done on an ongoing basis targeting women and vulnerable group access on legal aid.	<b>empowerment of vulnerable and disadvantaged groups and those in remote areas.</b>  2.1.1 Provide policy advice and analysis done for strengthening legal aid regulations, policies and capacities.  2.1.2 Undertake and support research on legal aid best practices for improved service and legal aid access.  2.1.3 Undertake policy research and analysis on broader access to justice and legal empowerment of people in the rural communities.	X				UNDP	Cost-sharing	71300-Local Consultant	5,000
			X					71300-Local Consultants 74200-Publictn	10,000 10,000
			X	X				71300-Local Consultants	20,000
	<b>Activity Result 2.2: Local Governance Policy Research</b>  2.2.1 Undertake policy research on local governance conducted at local levels to identify baseline data and key issues as well as research and data gaps.  2.2.2 Develop concept and undertake resource mobilisation undertaken for Local Governance Strengthening			X		UNDP	Cost-sharing	71200-International Consultants 74200-Print/Publ	30,000 22,500
				X	X			71300-Local Consultants	10,000
								<i>Subtotal Output 2</i>	<i>\$107,500</i>
<b>Output 3:</b> Project Management and effective	<b>Activity Result 3.1: Project is managed effectively and key</b>								

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET						
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount				
<p>Monitoring &amp; Evaluation (M&amp;E) is applied to enhance project results</p> <p><b>Baseline:</b></p> <p>1. 2016 quarterly and annual reporting completed</p> <p>2. 2016 Annual Board Meeting</p> <p>3. Mid-term project evaluation completed in 2016</p> <p><b>Indicators:</b></p> <p>1. # of quarterly reports with 80% project delivery</p> <p>2. # of Board meetings conducted effectively with concrete recommendations for improved project impact</p> <p>3. # of recommendtns coming out of final project evaluation.</p> <p><b>Targets:</b></p> <p>. Project reporting on quarterly and annual basis with 80% delivery.</p> <p>. Annual Board Meeting completed.</p> <p>. Final evaluation reports shared with relevant stakeholders</p>	<p><b>results achieved and reported</b></p> <p>3.1.2 Project Board is updated on Project Progress</p> <p>3.1.3 Quarterly Progress Reports produced on time every quarter</p> <p>3.1.4 Donor Reports are prepared and submitted on time ensuring quality and results-oriented reporting</p>					UNDP	Cost-sharing	75700-Meeting Expenses	\$4,000				
	3.1.6 Communications and Visibility	X	X	X	X								
	3.1.7 Project Operational Expenses	X	X	X	X							72400-Communications Operation Exp	\$21,000
	3.1.8 UNDP GMS (8%)	X										GMS	\$77,000
		<p><b>Activity Result 3.2: Independent Project Evaluations</b></p> <p>3.2.3 Final Project Evaluation Conducted and results shared</p> <p>3.2.4 Miscellaneous</p>					UNDP	TRAC	74100-Professional Services	\$78,000			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><i>And baseline, indicators including annual targets</i></p> <p>and recommendations accepted.</p> <p>Sources: Annual Report, quarterly progress reports, ATLAS reporting, Final Project Evaluation Report</p>	<p><i>List activity results and associated actions</i></p>								
							<i>Subtotal Output 3</i>	<i>\$184,000</i>	
<b>TOTAL</b>								<b>\$1,040,000</b>	

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## **V. MANAGEMENT ARRANGEMENTS**

35. The Fiji REACH Project will be directly implemented (DIM) by UNDP and will be managed under the guidance of a Programme Board (refer Annex 2 for ToR) to be co-chaired by the Permanent Secretary for Ministry of Finance and Strategic Planning and UNDP Resident Representative.

### **Programme Management Unit**

36. The Project will work on a phased approach with project mobile buses being purchased for the Labasa centre serving the northern part of Fiji and this will be then replicated over to Western and Central division. As a start one of the Project staffs will be placed in the Labasa centre to start with the data collection, analysis, coordination with local actors based in Labasa and Northern Fiji on utilisation of the buses as well as on planning and coordination of capacity building work that will start with Northern Fiji. Technical advisory support will be based from UNDP to carry all technical planning, coordination, development of training modules and liaison with key stakeholders based in Fiji.
37. Programme outcome will be monitored against a set of quantitative and qualitative indicators as described in the results and resources framework. The programme Management Unit will coordinate inputs and prepare financial management reports for each output. Technical support for the project will be provided through the International Governance Specialist and UNDP Fiji MCO technical staff.

### **Project Board**

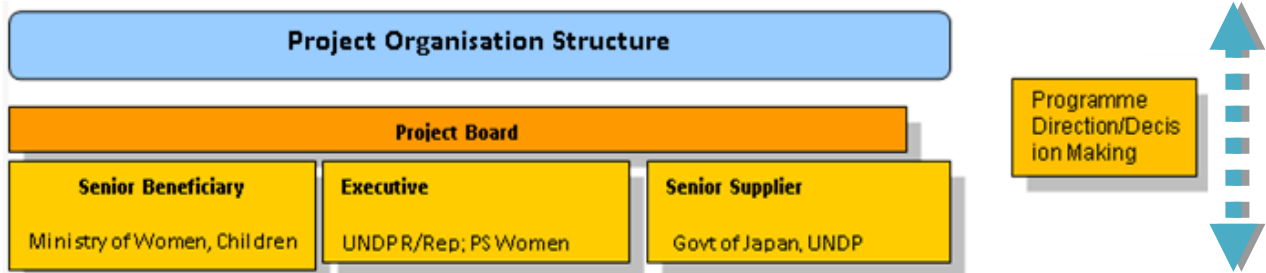
38. The project board consists of three different types of members with roles defined as follows:
- i) The executive which represents the project ownership and co-chair responsibility (Government of Fiji and UNDP)
  - ii) The senior supplier role of the donor with responsibility for providing guidance and oversight on programme delivery.
  - iii) The senior beneficiary role represented by the responsible parties
39. The project board's responsibilities are defined as follows:
- i) To ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations,
  - ii) Build consensus around the project strategies and planned results, including the links between its outputs and the intended outcomes
  - iii) Provide advice when substantive changes are needed in the project's planned outputs, strategies or implementation arrangements,
  - iv) Oversee progress, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management unit.
  - v) Assess project performance and endorse project annual work-plan for approval by UNDP and the respective implementing partners.
  - vi) To provide guidance to the implementing partners through the project management unit.

### **Programme Support by UNDP**

40. UNDP will provide strategic guidance and programme management support to the PMU to ensure procurement, financial and human resource management and reporting for the Project is in accordance with UNDP rules and procedures. A key role for UNDP will be to ensure that project donors, development partners and stakeholders are kept fully informed of project's progress.

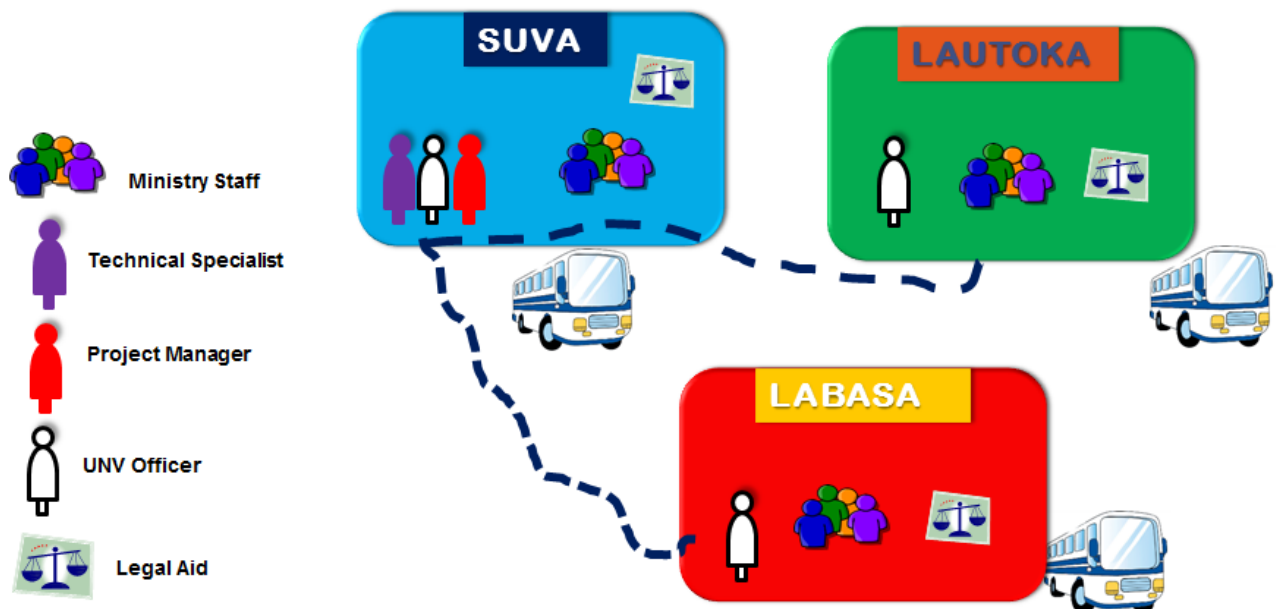
## Project Organisation Structure

41. Refer to chart below



## PROJECT VISUALISATION

# FUJI REACH PROJECT



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## IV. MONITORING FRAMEWORK AND EVALUATION

Please refer to the [Deliverable Description](#) to complete this component of the template.

*Suggested text to be adapted to project context*

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator/Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Coordinator to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Project Evaluation

- The Project is expected to be evaluated in its mid-term and a final evaluation is also planned to provide as assessment on improvements during the implementation phase as well as for design of similar projects in the future based on final project evaluation.

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## V. LEGAL CONTEXT

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the REACH Project funds<sup>17</sup> 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/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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<sup>17</sup> To be used where UNDP is the Implementing Partner

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**VI. ANNEXES**

To be inserted.