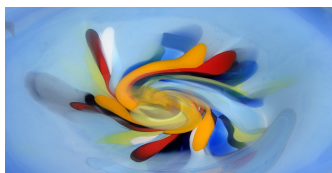


# **The REACH Project**

**Rights, Empowerment and Cohesion  
for Rural and Urban Fijians**

## **Mid-Term Evaluation**

### **Report**



**Welmoed E. Koekebakker**

**8 March, 2018**

ATLAS Award ID: 00083209; Project Output ID: 00095482



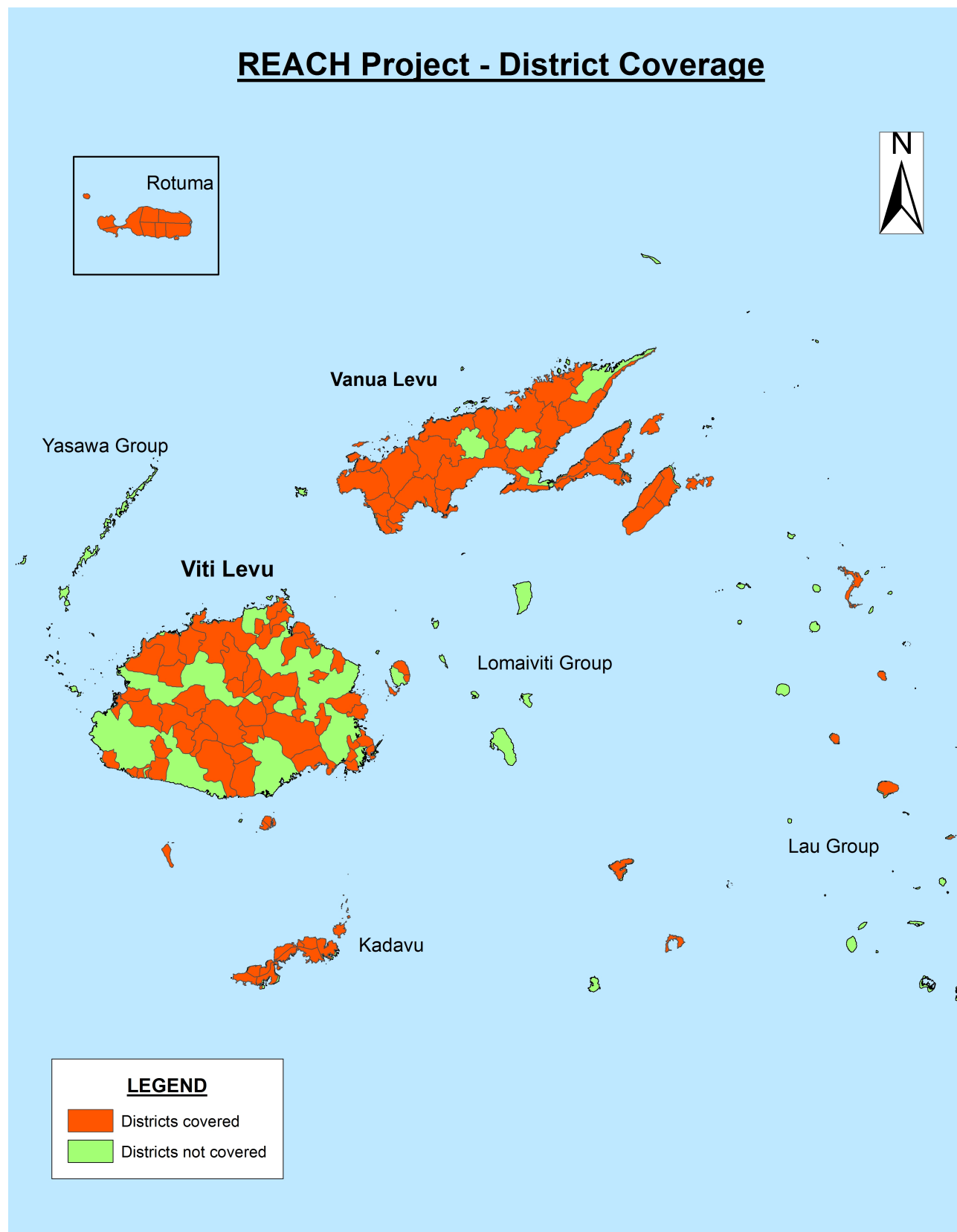
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Project number:	ATLAS project ID: 00083209 / 00095482
Project title:	Rights, Empowerment and Cohesion for rural and urban Fijians (REACH) Project
Duration:	1 June 2015 – 31 December 2018
Location:	Fiji
Linkages to UNDP's Regional Programme:	UNDP's Regional Programme Document for Asia and the Pacific, Outcome 2: Citizen's expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
Executing Agency:	UNDP Pacific Office in Fiji
Partner Organizations:	Ministry of Women, Children and Poverty Alleviation; and Legal Aid Commission
Total Approved Budget USD:	2,685,000 USD (Government of Japan 2,485,000 USD; UNDP 200,000 USD)
Donors:	Government of Japan and UNDP
Type of evaluation:	Mid-Term
Time period covered by the evaluation:	1 June 2015 to 31 December 2018
Geographical coverage of the evaluation:	Fiji

**Map: REACH project – district coverage**  
as per 22 January 2018



## List of Acronyms

5As	Availability, Awareness, Affordability, Ability and Awareness
A2J	Access to Justice
BDM	Registrar of Births, Deaths and Marriages at the Ministry of Justice
Bose Vanua	Meeting for traditional chiefly leaders of the village, districts (Tikina) or province (Yasana)
Bose Va Koro	Village council meeting
Bose ni Tikina	District council meeting
BTOR	Back To Office Report
CB	Capacity Building
DO	District Officer
DPO	Divisional Planning Officer
DVRO	Domestic Violence Restraining Order
EQ	Evaluation Questions (in the Terms of Reference of the REACH MTE)
FGD	Focus Group Discussion
FHRADC	The Fiji Human Rights and Anti-Discrimination Commission
FJD	Fiji Dollar
GIS	Geographical Information System
HR	Human Resources
IGA	Income Generating Activities
IRMU	Integrated Results Management Unit
iTaukei	indigenous Fijians
Koro	Village
LA	Legal Aid
LAC	The Legal Aid Commission
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
MWCPA	The Ministry of Women, Children and Poverty Alleviation
PBS	Poverty Benefit Scheme
PM	Programme Manager
Ratu	Chiefly title
RBA	Rights-based Approach
RBM	Results Based Management
REACH	The Rights, Empowerment and Cohesion for rural and urban Fijians Project
Roko Tui	Executive head of one of Fiji's 14 Provincial Council; highest authority at provincial level
RRF	Results and Resources Framework
S2F	Start to Finish
SDGs	Sustainable Development Goals
Sevusevu	Traditional protocol when visitors arrive at a village, essentially exchange of the gift of kava
SOP	Standard Operation Procedures
SRPD	UN Subregional program document for the Pacific Island Countries and Territories 2018-22
SWO	Social Welfare Officer
iTaukei	indigenous Fijians
ToR	Terms of Reference
Turaga ni Koro	Village Head
UNDP	United Nations Development Programme
Vanua	Literally: Land. Actual meaning in the iTaukei context: the people with its culture, language, traditions, the land & marine spaces and their resources, village leadership structures, the community's moral and social fabric passed down from generation to generation.
VKB	Vola ni Kawa Bula – book of kinship-life; birth registration
Wantok	“one talk” – meaning the language of the tribe or clan that a person belongs to. Wider meaning: A person (or persons) with whom one has a strong social bond.

## Executive Summary

This report presents the findings of the Mid-Term Evaluation of the Rights, Empowerment and Cohesion for Rural and Urban Fijians Project (REACH).

The project is supported by the Government of Japan. The total project budget is 2,685,000 USD of which the Government of Japan contributed 2,485,000 USD and UNDP 200,000 USD. The executing agency is UNDP Pacific Office in Fiji, with two implementing partners: the Ministry of Women, Children and Poverty Alleviation, and the Legal Aid Commission. The project started 1 June 2015 and will end on 31 December 2018.

The objective of the REACH project is: “to promote peace building, social cohesion and inclusiveness. The Project conducts awareness raising of the social, economic and legal rights enshrined in the Constitution of the Republic of Fiji, provides access to the services associated with these rights, and also strengthens institutional capacity to deliver these services. A mobile service delivery approach is undertaken to reach communities throughout all of Fiji with the focus to ‘reach the furthest behind first’.”

The purpose of this Mid-Term Evaluation is “to assess operational aspects, such as project management and implementation of activities and also the extent to which objectives are being fulfilled. The review will assess project performance and the implementation of planned project activities and planned outputs against actual results. It will focus on corrective actions needed for the project to achieve maximum results and also to make recommendations for the scope and nature for the continuation of the Project beyond December 2018. The evaluation is also to assess the extent of the Project’s commitment to the human development approach and how effectively equality and gender mainstreaming have been incorporated in the design and execution of the Project.”

The Terms of Reference define 12 Evaluation Questions. A systematic assessment of the Evaluation Questions forms the main body of the report.

The report also includes observations on the DAC/OECD evaluation questions.

### Key findings of the Mid-Term Evaluation:

1. The Fiji REACH approach works well. Several essential project outputs exceed targeted outputs. The project is well on track in terms of achieving its output objectives contributing to outcome.
2. In the remaining 10 months the project may further focus on monitoring the ‘qualitative’ approach: quality of ‘the project cycle of service delivery’, empowerment, and documenting qualitative contribution to outcome.
3. The Mid-Term Evaluation identifies 8 project components that essentially form the key to the project’s effectiveness: Reaching the unreached *first*, Integrated approach, Partnership strategy, Gender focus, Evidence based approach, Commitment, Innovation and Communication strategy.
4. The partnership strategy has been appropriate and effective. All partners have their particular strengths. The contribution of the two key partners, the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Centre, has been paramount to the success of the project.
5. UNDP’s assistance has been essential in terms of strategic guidance, transparent reporting, technical expertise, Team Leadership in joint mobile missions, quality assurance, and in providing a ‘results and evidence oriented organisational culture’.
6. The project has a rich body of ‘lessons learned’ including on gender equality in a traditional context and inter-communal peace building, that are significant to the very values of the Constitution of Fiji.

7. There is a need to ‘consolidate’ in view of inputs for the design of a possible follow-up REACH Phase II: Challenges and best practices.
  8. Ownership is a key factor for sustainability. In addition: addressing challenges, deepening the approach, focus on quality, and keeping the momentum.
- Finally, the acronym “REACH” is powerful and should be maintained in case of a follow-up project.

## Recommendations

This Mid-Term Evaluation provides 9 recommendations for the remaining project period in 2018 and 10 recommendations for a possible REACH Phase II.

### RECOMMENDATIONS for 2018, to UNDP and all stakeholders, unless mentioned otherwise:

#### 1. Field mission planning and implementation:

- To all stakeholders, in particular MWCPA: Draw a realistic plan for the use of the mobile service delivery units (buses); follow up technical issues
- Arrange a longer-term mission planning; site selection to be coordinated wherever possible, and Plan B for risk factors.
- Address implementation challenges identified in this MTE (see Table 2)
- To UNDP, MWCPA, LAC: Clarify the issue of allowances and solve any misunderstandings related to allowances, the sooner the better.

#### 2. To the management of the MWCPA and LAC:

**Develop a robust timely and appropriate** Management response to address the reported challenge related to the ‘inability to cope with the increased demand’, in line with the modalities identified in the Risk Log. (See paragraph 4.4.8)

#### 3. Field mission reports, Monitoring, Research for evidence based policy making (Output 2.1.3).

- Include qualitative indicators in BTOR format.
- Include gender reporting in BTOR format. See paragraph on gender.
- Undertake a meta-analysis of BTOR reports on lessons learned, and integrate these in the design of REACH Phase II.

#### 4. Capacity Development for stakeholders:

- To MWCPA: Identify whether there is a need for Technical Support to MWCPA in 2018 in view of current priorities (ref. 1.1.4, 1.1.5, 1.3.1, 1.3.2); implement in line with needs assessment, if needed with support of UNDP,
- Gender trainings: see below
- To UNDP and project stakeholders: Strategic Lessons Learned workshops, end 2018, possibly as part of Final Evaluation, 4 districts. Expected Outcome: inputs for design REACH Phase II.

#### 5. Gender:

- Deepen the gender approach, increase in awareness, increase and quality of service delivery, empowerment; client orientation of service deliverers.
- Continue to systematically integrate ‘gender’ in all aspects of the project
- Strengthen the methodology to assess qualitative impact.
- Strengthen the gender capacity of the stakeholders.
- Address the challenges (Table 2 chapter 4.2)
- Gender action plan for 2018:

1. Training on how to focus on gender equality, a) UNDP with key stakeholders, b) at village level: separate trainings for women (including at events e.g. Women’s Expo), and separate training for men,
2. Make ‘gender’ part of all aspects of REACH missions: a) Advance, b) During, c) Post
3. Make ‘gender’ a mandatory section in the BTOR report; 2 qualitative questions on challenges observed in addressed ‘gender’ in this REACH mission, and possible solutions.



4. In August 2018, a meta-analysis of BTOR on Gender in REACH.  
Expected outcome: Best practices, to be incorporated in proposal REACH II.

6. **Innovation Pilot S2F Delivery Tracker:** implement the pilot and develop recommendations to be included in design REACH Phase II.
7. **Outcome Indicators:** Develop key indicators, MWCPA and LAC with UNDP (See Ch. 4.2):
  - ‘owned’ by MWCPA, LAC (what is a key indicator for increased capacity expected?)
  - include composite indicators; qualitative and quantitative; provider and recipient indicator.
8. **Input in design Phase II:** Assess: which groups are not yet reached and why?
9. **Partnerships and stakeholders:**
  - As part of the design of a possible REACH Phase II, revisit partners’ expectations, challenges, and strengths.
  - Identify lessons learned on client centered service delivery.

### **RECOMMENDATIONS for a possible REACH Phase II:**

To all project stakeholders (UNDP, MWCPA, LAC, other) unless mentioned otherwise:

1. **Project design:**  
8 project components essentially constitute the project’s effectiveness: Reaching the unreached *first*, Integrated approach, Partnership strategy, Gender focus, Evidence based approach, Commitment, Innovation and Communication strategy. These should all be prominent components in Phase II.
2. **Mobile service delivery units:**  
REACH II to expand the project’s coverage, reaching out to communities that have not yet received the services, with continued focus on “reaching the unreached first” and also reach the “vulnerable amongst the vulnerable”; and revisiting communities visited in Phase I for follow up. Reaching remote communities may require acquiring additional vehicles or boat transportation.
3. **Partnership:**  
Partnership with the Ministry of Women, Children and Poverty Alleviation, and Legal Aid Commission to be strengthened, potentially to formally include the Human Rights and Anti-Discrimination Commission, and additional service providers as the need arises and as feasible.
4. **S2F Delivery Tracker system:** to be implemented based on the results of the 2018 Pilot, to ensure that services are delivered and completed.
5. **Institutional strengthening of the evidence based approach** - data collection, monitoring, analysis and reporting - to inform policy and practice of stakeholders contributing to the achievement of the SDG 16 and SDG 5, including training on monitoring capacity (qualitative and quantitative).
6. **A Capacity Development Plan** to be developed, including in-house ToT capacity with key stakeholders, including a training curriculum, and strengthened training methodology.
7. **Best Practices and approaches:**  
Study on the possible replication of approaches and best practices with similar initiatives in other countries in the Pacific region based on the analysis of the data collected from REACH Phase I and II.
8. **Gender strategy**
  - Strengthen the gender approach
  - Continue to integrate ‘gender’ in all aspects of the project, including in REACH missions: a) Advance, b) During, c) Post
  - Strengthen the methodology to assess qualitative impact,
  - Further strengthen the gender capacity of REACH team and stakeholders,
  - Training/awareness at village level, separate for women and men.
9. **Rights-based approach**

- Include qualitative indicators on the human rights based approach, including a) on service providers/receivers, and b) addressing sensitivities (cultural, gender, other).
- reach out to vulnerable groups not yet reached, and ‘vulnerabilities within vulnerabilities’
- explore additional ways to ‘give a voice’ to the people “reached by REACH” .

10. **Develop a communication plan**, explore effective communication tools that strengthen the project outreach to target groups and wider audience. Also strengthen the visual documentation of the project (photography).

### **Overall assessment**

The REACH project is a “little pearl” in the ocean of projects all around the globe trying to reach the growing number of those unreached and not benefiting from economic and governance developments worldwide – those unseen and whose voices are not heard. Women, men and children who may never in their lives have heard of the idea of rights. They have heard of things ‘we’ never heard of. “REACH” is meant for them.

The REACH project is **remarkable** in two ways:

One, the project actually managed to ‘reach out to those unreached’ providing government services and legal aid in Fiji – a country consisting of over 300 islands of which nearly 200 permanently inhabited.

Second: the level of stakeholder collaboration. The collaboration between Government Ministries and statutory bodies has been a key element of the ‘integrated approach’ of the project that has precisely contributed to its effectiveness. The expansion of partnerships has been identified as a need as the project evolved and the project has been able to actually materialize these partnerships.

These achievements are significant.

Key elements and recommendations identified in the current project, that may already give a direction for a possible REACH Phase II, are:

- Maintain strong management and a qualified and committed team,
- Maintain close cooperation with Government stakeholders and partners, ensure ownership, share ideas, ensure a shared understanding of approaches,
- Deepen the gender approach. Lessons learned from gender mainstreaming can be useful in addressing other vulnerabilities. Address the challenge of gender in the traditional Fijian context.
- Continue to reach those most unreached first.
- Maintain the evidence based approach, strong database, monitoring, both qualitative and quantitative, to identify best practices and bottlenecks,
- Don’t make it too big. No over-ambitious quantitative targets. Go for qualitative targets. Rather define a manageable and feasible scope so that Phase II can be really successful.
- Innovative. Think out of the box, innovation may trigger other innovations, as long as this does not compromise the key objectives of the project.

Could the REACH project be a ‘model’ for reaching out services and legal aid? If the project manages to address its challenges, the REACH approach may certainly have scope for replication on a wider scale in other countries in particular in the Pacific region.

## 1. Introduction

This report presents the findings of the Mid-Term Evaluation of the “Rights, Empowerment and Cohesion for rural and urban Fijians Project” (REACH).

The REACH project “...aims to promote peace building, social cohesion and inclusiveness. The Project conducts awareness raising of the social, economic and legal rights enshrined in the Constitution of the Republic of Fiji, provides access to the services associated with these rights, and also strengthens institutional capacity to deliver these services. A mobile service delivery approach is undertaken to reach communities throughout all of Fiji with the focus to ‘reach the furthest behind first’. The REACH Project aims to support the achievement of Sustainable Development Goals 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (SDG 16) and 5: Achieve gender equality and empower all women and girls (SDG 5).”<sup>1</sup>

The project is supported by the Government of Japan.<sup>2</sup> The total project budget is 2,685,000 USD of which the Government of Japan contributed 2,485,000 USD and UNDP 200,000 USD.

The executing agency is UNDP Pacific Office in Fiji, with two implementing partners: the Ministry of Women, Children and Poverty Alleviation, and the Legal Aid Commission<sup>3</sup>. The project started 1 June 2015 and will end on 31 December 2018.

### Objectives of the Mid-Term Evaluation

The objectives of this Mid-Term Evaluation are: “...to assess operational aspects, such as project management and implementation of activities and also the extent to which objectives are being fulfilled. The review will assess project performance and the implementation of planned project activities and planned outputs against actual results. It will focus on corrective actions needed for the project to achieve maximum results and also to make recommendations for the scope and nature for the continuation of the Project beyond December 2018. The evaluation is also to assess the extent of the Project’s commitment to the human development approach and how effectively equality and gender mainstreaming have been incorporated in the design and execution of the Project.”<sup>4</sup>

### Evaluation questions

The Terms of Reference define 12 Evaluation Questions related to achievement of project outputs, quality of outputs, progress towards outcome, factors contributing to effectiveness; UNDP assistance, partnership strategy, gender and rights-based approach, challenges, possible necessary adjustments and potential components for a follow on Project.

A systematic assessment of these Evaluation Questions forms the main body of the report.

The report also includes observations on the DAC/OECD evaluation questions.

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<sup>1</sup> REACH - Supplement to Project Document, page 15, Results Framework.

<sup>2</sup> For the Government of Japan, the support to REACH has synergies with the support provided to a wide range of Grass Roots Human Security Projects. Interview with the First Secretary of the Embassy of Japan in Fiji, Mr. Genta Yamada. List of Grass Roots Human security Projects to Fiji 2010-2018.

<sup>3</sup> See paragraph 4.3.3 Other contributing partners are the Fiji Human Rights and Anti-Discrimination Commission, and the Ministry of Justice, Registrar of Births, Deaths and Marriages. Additional partners - Ministry of Education, Fiji Police Force - have been involved on ad hoc basis.

<sup>4</sup> Terms of Reference, REACH Mid-Term Evaluation.

**Methods:** The Mid-Term Evaluation involved desk study, interviews (93), Focus Group Discussions (8), surveys (3), and observations during 3 field visits.

**Key findings** of the Mid-Term Evaluation are:

1. The Fiji REACH approach works well. Several essential project outputs exceed targeted outputs. The project is well on track in terms of achieving its output objectives contributing to outcome.
  2. In the remaining 10 months the project may further focus on monitoring the ‘qualitative’ approach: quality of ‘the project cycle of service delivery’, empowerment, and documenting (in writing or video) qualitative contribution to outcome.
  3. The Mid-Term Evaluation identifies 8 project components that essentially form the key to the project’s effectiveness: Reaching the unreached *first*, Integrated approach, Partnership strategy, Gender focus, Evidence based approach, Commitment, Innovation and Communication strategy.
  4. The partnership strategy has been appropriate and effective. All partners have their particular strength. The contribution of the two key partners, the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Centre, has been paramount to the success of the project.
  5. UNDP’s assistance has been essential in terms of strategic guidance, transparent reporting, technical expertise, Team Leadership in joint mobile missions, quality assurance, and in providing a ‘results and evidence oriented organisational culture’.
  6. The project has a rich body of ‘lessons learned’ including on gender equality in a traditional context and inter-communal peace building, that are significant to the very values of the Constitution of Fiji.
  7. There is a need to ‘consolidate’ in view of inputs for the design of a possible follow-up REACH Phase II: Challenges and best practices.
  8. Ownership is a key factor for sustainability. In addition: addressing challenges, deepening the approach, focus on quality, and keeping the momentum.
- Finally, the acronym “REACH” is powerful and should be maintained in case of a follow-up project.

### **Recommendations**

This Mid-Term Evaluation provides 9 recommendations for the remaining project period in 2018 and 10 recommendations for a possible REACH Phase II.

### **Overall assessment**

The Mid-Term Evaluation assesses the REACH project as a “little pearl” in the ocean of projects all around the globe trying to reach the growing number of those unreached and not benefiting from economic and governance developments worldwide – those unseen and whose voices are not heard. Women, men and children who may never in their lives have heard of the idea of rights. They have heard of things ‘we’ never heard of. “REACH” is meant for them.

The REACH project is **remarkable** in two ways:

One, the project actually managed to ‘reach out to those unreached’ providing government services and legal aid in Fiji – a country consisting of over 300 islands of which nearly 200 permanently inhabited.

Second: the level of stakeholder collaboration. The collaboration between Government Ministries and Departments and statutory bodies has been a key element of the ‘integrated approach’ of the project that has precisely contributed to its effectiveness. The expansion of partnerships has been identified as a need as the project evolved and the project has been able to actually materialize these partnerships.

These achievements are significant, in particular in view of a limited period of time, a relatively limited budget, and the most devastating cyclone ever experienced in the southern hemisphere.

Key elements and recommendations identified in the current project, that may already give a direction for a possible REACH Phase II, are:

- Maintain strong management and a qualified and committed team,
- Maintain close cooperation with Government stakeholders and partners, ensure ownership, share ideas, ensure a shared understanding of approaches,
- Deepen the gender approach. Lessons learned from gender mainstreaming can be useful in addressing other vulnerabilities. Address the challenge of gender in the traditional Fijian context.
- Continue to reach those most unreached first.
- Maintain the evidence based approach, strong database, monitoring, both qualitative and quantitative, to identify best practices and bottlenecks,
- Don't make it too big. No over-ambitious quantitative targets. Go for qualitative targets. Rather define a manageable and feasible scope so that Phase II can be really successful.
- Innovative. Think out of the box, innovation may trigger other innovations, as long as this does not compromise the key objectives of the project.

Could the REACH project be a 'model' for reaching out services and legal aid? If the project manages to address its challenges, the approach may certainly have scope for replication on a wider scale in other countries, in particular in the Pacific region.

### **Acknowledgements**

I would like to thank UNDP, and in particular Ms. Osnat Lubrani, UN Resident Coordinator & UNDP Resident Representative, and Mr. Bakhodir Burkhanov, UNDP Country Director, Head of Pacific Regional Policy & Programme, for the opportunity given to collaborate on this Mid-Term Evaluation of the REACH Project.

Among the people interviewed I wish to thank in the first place the First Secretary of the Embassy of Japan in Fiji, Mr. Genta Yamada.

A special word of appreciation goes to Ms. Christine Fowler, UNDP REACH Programme Manager, for her overall guidance of this evaluation mission.

I wish to acknowledge above all the support of Mr. Tevita Dawai who accompanied me on three REACH missions and introduced me to all project partners – tirelessly answering my questions, sharing his insights in project dynamics, and guiding me on how to best observe traditional protocols. Mr. Dawai's support to the Mid-Term Evaluation has been invaluable.

I am highly grateful to the REACH Project partners – the Ministry of Women, Children and Poverty Alleviation, the Legal Aid Commission and the Fiji Human Rights and Anti Discrimination Commission for their support to the implementation of this evaluation.

Last but not least, I would like to thank the REACH beneficiaries in the villages and settlements in Kadavu, the Western Division, and the interior of Viti Levu.

Amsterdam, 8 March, 2018

Welmoed E. Koekebakker

## 2. The REACH project: Background

Strengthening access to justice, rule of law and promoting human rights are cornerstones of UNDP's work to achieve sustainable human development. The UNDP Pacific Office in Fiji is implementing projects as part of the overall programme in these areas including the Rights, Empowerment and Cohesion for rural and urban Fijians Project (REACH). The REACH project promotes peace building, social cohesion and inclusiveness through awareness of rights, access to services and institutional capacity building in Fiji.<sup>5</sup>

The REACH project was conceptualized in 2014 when UNDP submitted a Concept Note to the Embassy of Japan<sup>6</sup>. Based on this, in 20 April 2015, the Government of Japan agreed to support the REACH project<sup>7</sup>. The REACH project document was developed in 2015 and co-signed by UNDP and the Government of Fiji. This document included the initial Results Framework<sup>8</sup>. The project was presented to the Local Project Appraisal Committee meeting in June 2015<sup>9</sup>. The project commenced in June 2015 and an Inception Report was produced for the period June to December 2015.<sup>10</sup>

A Supplement to the project document was developed in 2017<sup>11</sup>. The rationale for the update was twofold<sup>12</sup>: a) to incorporate requirements under newly introduced UNDP Quality Assurance Processes including on Strategy, Theory of Change, and Gender Equality; and b) to reflect Project Board decisions<sup>13</sup> on refining the focus of the REACH Project, deleting activities covered under other ongoing projects (the Access to Justice project and Fiji Women's Rights Movement) and reallocating the respective funds. The Project duration was extended to 31 December 2018<sup>14</sup>.

The Supplement maintains the same Outputs and Result Areas as the original project document while adding emphasis on gender equality<sup>15</sup>.

The Supplement added a Theory of Change in line with the result framework<sup>16</sup>. The theory of Change catches the Change Pathway, the intervention strategy and the results chain<sup>17</sup>.

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<sup>5</sup> The full details of the Project including purpose, objectives, beneficiaries, funding arrangements, time frame, duration geographic context, key partners, project results and case studies are available at [The Rights, Empowerment and Cohesion \(REACH\) for Rural and Urban Fijians Project](#)

<sup>6</sup> UNDP: Application Form for Grant Aid from Japan, to the Embassy of Japan. Rights, Empowerment And Cohesion for rural and urban Fijians (REACH), November 2014.

<sup>7</sup> Letter by Mr. Takuji Hanatani, Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of Fiji, 20 April 2015, to Ms. Osnat Lubrani, Resident Representative of UNDP in Fiji.

<sup>8</sup> UNDP and Government of the Republic of Fiji: Project Document - Rights, Empowerment and Cohesion for rural and urban Fijians (REACH) Project, 2015.

<sup>9</sup> UNDP-REACH: Presentation Fiji REACH Project Local Project Appraisal Committee (LPAC) Meeting – 5 June 2015

<sup>10</sup> UNDP, Ministry of Women, Children and Poverty Alleviation and Legal Aid Commission: Rights, Empowerment and Cohesion for rural and urban Fijians (REACH) Inception report, June to December 2015 prepared for the Government of Japan. The project was conceived as a pilot.

<sup>11</sup> UNDP: Supplement to: project document. Rights, Empowerment and Cohesion for Rural and Urban Fijians Project (REACH), UNDP Pacific Office – Fiji, 2017

<sup>12</sup> See UNDP: Supplement to: project document, o.c., page 1.

<sup>13</sup> Minutes, Project Board Meeting 18 December 2015, and Minutes, Project Board Meeting 8 March 2017

<sup>14</sup> Minutes, Project Board Meeting 8 March 2017

<sup>15</sup> Outputs (italics added for additions in Supplement): 1: Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law, Human Rights and Gender Equality; 2: Support Research and Analysis for evidence based policy making to *support access to justice, legal empowerment and gender equality*; 3: Project Management and effective Monitoring & Evaluation (M&E) is applied to enhance project results. Output 2, Activity Results partly reformulated in the "Supplement": 2.1 and 2.2.

<sup>16</sup> The activities and outputs in the Theory of Change are formulated in a somewhat different manner.

<sup>17</sup> UNDP REACH Supplement to Project Document, 2017, Page 63: Theory of Change.

### 3. Methodology

The Mid-Term Evaluation is structured around 12 Evaluation Questions (EQ), defined in the Terms of Reference. These Evaluation Questions are systematically addressed in 8 chapters in this Evaluation Report, partly in clusters. See below.

EQ nr	Evaluation Question	Addressed in chapter
1	Is the Project on track to achieve the stated outputs?	4.1
2	What progress towards the outcomes has been made?	4.2
3	What factors have contributed to the status of achieving or not achieving intended outputs?	4.3
4	To what extent has UNDP assistance contributed to outputs?	4.6
5	Has the UNDP partnership strategy been appropriate and effective?	4.3
6	What factors are contributing to effectiveness or ineffectiveness?	4.3
7	What is the quality of the outputs produced thus far?	4.2
8	What is the appropriateness of the Project approach?	4.3
9	Challenges and constraints to the implementation of the Project?	4.4
10	How has the Project sought to strengthen the application of the rights-based approach and mainstreaming of gender?	4.5
11	Are there any follow-up actions to be taken or any necessary adjustments, including if indicated the reorientation of the Project?	6.1
12	What are the key potential components, necessity and expected outputs for a follow on Project?	6.2

The evaluation prepared an inception report outlining the proposed evaluation methodology; this inception report was validated with the UNDP REACH Programme Manager<sup>18</sup>.

The evaluation was divided into a desk phase, fieldwork and synthesis phase. The field mission took place from 10–24 January, 2018.

This Mid-Term Evaluation used a combination of methodological approaches that have each of them proven to be valid in the evaluation of interventions in the field of Governance.

#### Methods

The following methods were used for data collection and analysis:

- Desk review of relevant documents, including mission reports and all collected data,
- Interviews with the UNDP Management, the REACH Programme Manager (UNDP), the REACH Project team (15 persons consulted)
- Interviews with key project stakeholders:
  - the Embassy of Japan in Fiji (2 persons consulted)
  - the Ministry of Women, Children, and Poverty Alleviation (MWCPA - 17 persons consulted)
  - the Legal Aid Commission (LAC - 5 persons consulted)
  - the Fiji Human Rights and Anti Discrimination Commission (FHRADC - 3 persons consulted)
  - the Ministry of Justice, Registrar of Births, Deaths and Marriages (BDM – 4 persons consulted)
  - the Fiji Police Force (1 person consulted)
  - the Ministry of Education (1 person consulted)
  - Representatives of the Government of Fiji / Local Authorities (5 persons consulted)

<sup>18</sup> W.Koekebakker: The REACH Project - Mid-Term Evaluation Inception Report, 13 January, 2018

- 14 Interviews with beneficiaries and former beneficiaries (women and men),
- 8 Focus Group Discussions, of which 3 with the REACH Team, and 5 with beneficiaries,
- 3 written surveys: 1) Kadavu: 4 REACH mission members (3 women, 1 man)  
2) Drasa, 11 REACH mission members (6 women, 5 men)  
3) UNDP REACH DPM and coordinators (3 men).
- Rapid assessment of BTORs,
- Observations during 3 field missions: 1) to the Eastern Division – Kadavu, 2) to the Western Division; and 3) to the Central Division; field missions totalled 10 villages, settlements and towns (for detailed overview of locations see below),
- Observations during one mission briefing (Suva) and 2 mission debriefings (Tavuki village and Drasa settlement),
- A debriefing to UNDP staff,
- A debriefing to key stakeholders (Embassy of Japan, MWCPA, LAC, FHRADC).

**Sample and selection of locations:** The Project Team made it possible for the evaluator to decide on the selection of project locations through consultations prior to the evaluation. The choice of project locations ensured covering an appropriate mix of locations: 1) at least one where the project is well on track and one where the project is not very well on track and where the infrastructure in terms of services is less developed (with less ‘reach’); 2) At least one maritime, one urban/rural; 3) At least one remote (difficult to reach). The field visits covered 3 out of 4 provinces, different language groups, and both iTaukei villages, and Indo-Fijian and Melanesian settlements. In this way, the choice of locations ensured both randomness and representativeness<sup>19</sup>.

**Mission Schedule and facilitation:** The Project Team prepared the Evaluation Schedule in accordance with the proposed sample. The evaluator acknowledges the extensive preparations preceding the evaluation, including coordination with REACH stakeholders and communities, seeking formal permission, observing traditional protocols and arranging logistics. The mission was facilitated by the Project Team in an excellent way. The support of Deputy Programme Manager has been highly conducive to the effectiveness of the evaluation mission as he accompanied the evaluator on all three REACH missions providing background information on the evaluation meetings and interviews. It is noted that this accompaniment nowhere compromised the independence of the evaluation mission.

**Field visits:** Three field visits were conducted:

- 1) to the Eastern Division - Kadavu, with visits to Naqalotu village, Tavuki village and Kadavu capital Vunisea;
- 2) to the Western Division with visits to Lautoka, to Nasolo village (Ba), to Drasa settlement, and to Rakiraki (Ra) and settlements near Rakiraki; and
- 3) to the Central Division, Nakavika village, Namosi province (interior of Vitilevu).

**Interviews / Persons consulted:** The Mid-Term Evaluation consulted 93 persons. For an overview of interviews / persons consulted and FGDs see Annex 4.

**Documents:** The REACH Project Team had prepared an excellent overview of project documents to be consulted. Documents were made available timely and in a systematic manner. See Annex 2.

**Outcome Assessment, contribution, attribution:** The focus of the evaluation mission was not on

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<sup>19</sup> e-mail correspondence Ms. Welmoed Koekebakker, Ms. Christine Fowler, Mr. Tevita Dawai 12-15.12.2017



Outcome assessment but one of the evaluation questions was on progress towards Outcome. The evaluation applied an Outcome Assessment / Contribution Analysis<sup>20</sup> Approach. Evaluations of governance programmes generally focus on Outcome in the results-chain ‘input-output-outcome-impact’. A focus on outcomes and contributions catches credible linkages between the action and the eventual change in a relatively short timeframe.

This evaluation goes beyond an ‘output assessment’ which is typically suitable for ‘simple’ project evaluations, limited in scope and focusing on ‘tangible’ outputs governed by SMART indicators. It is also not about ‘**impact** assessment’ which is only meaningful once a certain period of time has passed since the finalisation of the programme. This evaluation, however, includes reflections on the likeliness of (sustainability and) impact, and perceived impact.

For a systematic Outcome Assessment a methodological approach to address the attribution factor is required. Outcome Evaluation ‘works backwards from the outcome’: it takes the outcome as its point of departure and then assesses in a systematic manner: 1) whether (to what extent) the outcome has been achieved or progress was made towards it; 2) how the outcome has been achieved (factors affecting outcome); 3) the contribution of the project to the achievement of the outcome, including its partnership strategy; 4) an assessment of the wider context (enabling / counteracting factors); and 5) conclusion: to what extent is it justified to conclude that the outcome can be attributed to the project. As such, a systematic Outcome Assessment is beyond the scope of a Mid-Term Evaluation and more appropriate as part of an End-of-project Evaluation.

This Mid-Term evaluation does, however, undertake a limited approach to **Outcome assessment**. First, using a qualitative approach to outcome ‘harvesting’: through identifying and analysing **narratives** of Output and (contribution to) Outcome<sup>21</sup>. The objective is not to undertake a comprehensive outcome analysis for all ‘spheres of outcome’, but to ‘harvest’ a few exemplary instances of outcome and analyse these in relation to possible attribution to project inputs. As a second approach to Outcome assessment, this review includes observations on ‘perceived Outcome’, based on perceptions of stakeholders – team members, partners and beneficiaries.

**Levels and layers of outcome and impact:** Outcomes of interventions in the field of Governance and Peacebuilding are assessed at different levels. There are levels and layers of outcome and impact and a meaningful assessment requires a deep understanding of the dynamics and interrelatedness of processes at a personal, collective, societal, systemic level. Outcome is a dynamic process. Outcome of the REACH project may be seen at an individual level, a collective level, at an institutional level and at the nation-wide level of a more democratic, peaceful Fiji.

**Qualitative and Quantitative:** The MTE used a mix of qualitative and quantitative methods and the review covered quantitative and qualitative dimensions of the REACH project.

**Indicators:** The MTE uses a mix of properties of indicators depending on what is most appropriate<sup>22</sup>.

**Triangulation,** cross-checking and validation of data was secured through the use of different methods and sources.

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<sup>20</sup> J.Mayne: Contribution Analysis: An approach to exploring cause and effect, ILAC, 2008

<sup>21</sup> R.Wilson-Grau and H.Britt: Outcome harvesting, web based publication, Ford Foundation, 2013

<sup>22</sup> In the discourse on Outcome Evaluation of Governance / Human Rights / Peacebuilding projects, different properties of indicators are used in addition to SMART (Specific, Measurable, Attainable, Relevant, Time-bound), such as SPICED (Subjective, Participatory, Interpreted, Cross-checked, Empowering, Diverse & disaggregated), and RACER (Relevant, Accepted, Credible, Easy, Robust).

**Participatory approach, inclusion, ownership:** The MTE made efforts to use participatory approaches wherever possible, enabling inclusion and ownership. A broad range of stakeholders is taken into account, including the Donor, Board members, Project Management, all key project partners, Project Team, Beneficiaries.

**Informal Perception Surveys:** During REACH missions, the MTE used Focus Group Discussions wherever appropriate. Group discussions were sometimes accompanied by informal written surveys, so as to 1) give a maximum number of attendants a chance to participate, 2) to better capture the diversity of perceptions, and 3) to structure and deepen group discussions.

**Observation:** The MTE observed on-going project activities (outreach missions and (de)briefings).

**Appreciative approach:** The MTE maintains an appreciative approach; a mix of 'Valuation & Evaluation'. The underlying rationale is that the process of monitoring must be empowering for 'those who matter most'.

**Gender sensitive, diversity sensitive, Rights-based Approach:** The MTE made efforts to be gender and diversity sensitive, integrating a gender perspective throughout the evaluation; and to maintain a rights-based approach (RBA), with special attention for vulnerabilities and minority / majority positions. A rights-based approach also includes using a combination of a Duty bearers' and a Rights holders' perspective: what is the outcome in the perceptions of "those who matter most"? A rights-based approach also includes perceptions of beneficiaries so as to "make their voices heard".

**Flexibility:** The MTE maintains flexibility in methods during sometimes unpredictable field visit conditions, depending on possibilities and (changing) circumstances.  
"Be 100% prepared and be 100% prepared to change".

**Visual sources:** Where possible, visual tools are integrated in the evaluation methodology; visual sources of verification are included as outcome indicators.

**Professional standards:** The MTE aims to maintain the highest professional standards, ensuring reliability of data, triangulation (checks and balances), and substantiation of review findings. The MTE maintains ongoing reflection on appropriateness and sensitivity of methodologies, also in view of changing and diversity of contexts, based on anthropological ethical frameworks.

**Ethical Guidelines:** The MTE integrates values of respect, integrity, and professionalism. The MTE was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation', the 'Code of Conduct for Evaluators in the UN System', and the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.<sup>23</sup>

**Debriefing of MTE findings with key stakeholders:** Two debriefings were held:

- A debriefing with UNDP Management and staff
- A debriefing with all key stakeholders including the donor and partners.

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<sup>23</sup> <http://www.unevaluation.org/document/detail/102>; <http://www.unevaluation.org/document/detail/100>; <http://web.undp.org/evaluation/guidance.shtml#handbook>, Addendum June 2011: Updated Guidance on Evaluation.

## 4. Findings

### 4.1 Achievement of Outputs

EQ: Is the Project on track to achieve the stated outputs?

#### 4.1.1 Project outputs by 2017: in majority well achieved

The REACH project achieved the majority of its targeted outputs by the end of 2017. The project managed to catch up with the delays experienced in 2016 largely as a result of Tropical Cyclone Winston. By 2017, the project implemented 68<sup>24</sup> outreach missions, covering 677 communities<sup>25</sup>.

**Overall outputs are well on track. Several essential project outputs exceed targets to a significant extent.** See Table 1, below.

<b>Table 1: REACH Outputs Achieved December 2017 and Progress towards Targets 2018</b>					
<b>Output 1</b>		<b>Indicator</b>	<b>Output targets cumulative by December 2017<sup>26</sup></b>	<b>Status as per December 2017</b>	<b>Outlook: Progress towards project targets 2018</b>
	1.1	Pilot services and feasibility study on rural service delivery undertaken (2015 only)	Pilot services and feasibility study - 2015 only	Fully achieved	Fully achieved
	1.2	Number of Mobile Service Delivery Units in operation.	3 mobile service delivery units in operation	Fully achieved	Fully achieved
	1.3	% of total nr of Districts in each Division in Fiji reached for awareness raising by joint mobile teams (disaggregated by Divisions).	50% of all districts reached	58% - Fully achieved Outputs exceed targets	Fully achieved
	1.4	Number of people participating (disaggregated by sex) in awareness raising sessions conducted by joint teams undertaking mobile outreach services and % who indicate awareness has increased.	8800 people awareness training	13446 people attended awareness raising. Outputs exceed targets by over 50%	Fully achieved
	1.5	Nr of people (disaggregated by sex) provided with service delivery (disaggregated by institution delivering the service) by joint teams undertaking mobile outreach services.	5500 people provided service delivery	17110 people were provided services. Outputs exceed targets to a significant extent	Fully achieved
	1.6	Nr of participants in trainings	300 participants	Overall target	Partly

<sup>24</sup> 68 missions were implemented till the time of this MTE. See List of missions undertaken 2015-2017. See also Ch. 6.

<sup>25</sup> OutREACH Achieved, January 2018 (Document nr. 28)

<sup>26</sup> Project Results Framework, Supplement to Project Document (Document nr.6). Figures based on Annual output targets, see Annex 6: REACH Output Targets per year 2015-2018.

		related to gender awareness topics, strategic planning and awareness raising skills (disaggregated by sex).	in awareness training and capacity building (240 women, 60 men)	fully achieved (301) Women's participation target partly achieved (221 women, 80 men)	
	1.7	Nr of assessments, strategies, SOPs, Code of Conduct, communications products or systems that are gender responsive and meet human rights standards, developed or revised.	5 strategies, SOP	Fully achieved (8)	Fully achieved
Output 2	2.1	Number of Reports with gendered analysis of data.	3	3	Fully achieved
	2.2	Number of Option Papers developed and accepted.	1	1	Fully achieved
	2.3	Number of Plans developed for conduct of a Pilot on issues as identified by stakeholders.	1	1	Fully achieved
Output 3	3.1	Project managed effectively in accordance with UNDP Programme and Operations Policies and Procedures - Reporting, Board Meetings and Evaluations.	Achieved	Achieved	Achieved
				<b>In majority achieved</b>	<b>Likely to be achieved</b>

Sources: 1) Results Framework in UNDP Supplement to Project document; 2) REACH Entry for Corporate Planning System Updated for End of Q 4, 2017, 9.1.2018; 3) Annual Report 2016; 4) Annual Work Plan 2017; 5) "REACH entries into ATLAS" (updated 9 Jan 18); REACH Results and Resources Framework 26 January 2018, document 69; 6) Interviews.

#### 4.1.2 Three mobile service delivery unit (buses) in operation

Mobile service delivery and awareness raising on the rights are innovatively being conducted in partnership with the concerned public service delivery agencies. Three mobile units (buses) that were commissioned in April 2017 function as 'mobile offices', travelling to remote areas of Fiji providing opportunities for communities to develop their understanding and seek services provided by the Ministry of Women, Children and Poverty Alleviation, the Legal Aid Commission, the Human Rights and Anti-Discrimination Commission and other public sector agencies in Fiji.

#### 4.1.3 Number of outreach missions and use of the buses

Since the beginning of the REACH project, in total 677 communities have been reached including the maritime areas<sup>27</sup>. Since the buses commenced operations, 424 communities have been reached in Central, Western and Northern Divisions for awareness training and services. Out of these, the REACH bus was used in 250 communities, or 59% of the REACH missions<sup>28</sup>. Community visits reached by 4WD vehicles (where the REACH bus could not be used - non-accessibility): 174 (41%).

<sup>27</sup> OutREACH Achieved, January 2018

<sup>28</sup> figures provided by REACH, 23 January 2018

#### **4.1.4 Districts covered**

Between July 2015 and December 2017, REACH managed to reach 113 districts out of 196 districts in Fiji (58%), in all 14 provinces and Rotuma.<sup>29</sup> Outputs exceed the target of “50% of districts covered”. The map of “REACH project – Districts covered” shows the reach-out of the project (See page iv). Remarkably, a significant part of the most unreached maritime areas have been covered. This reflects the overall project approach of “reaching the furthest behind *first*”. The map also shows that there is a great need for continuation of REACH activities in the districts still uncovered. Moreover, in districts already covered there is a need for deepening the REACH strategy in 2018 and, if possible, beyond 2018.

#### **4.1.5 Awareness raising**

Up to December 2017, 13446 people in remote areas attended awareness sessions provided by REACH. These outputs exceed the targets to a significant extent - by over 50% - as the target was to reach 8800 people up to December 2017.

#### **4.1.6 Service Delivery**

By December 2017, 17110 people in remote areas were provided services by the REACH project. These outputs exceed the targets to a significant extent (outputs are more than double the targets) as the target was 7500 by December 2017.

#### **4.1.7 Strategies and communication tools**

The REACH target was to develop 5 major “communication products, strategy documents of toolkits” by December 2017. These tools are expected to be gender responsive. This output target was fully reached: the project (with project stakeholders) developed a set of 7 awareness raising videos on service delivery in three languages (Fiji vernacular, Hindi and English) for outreach activities; a Toolkit, a Legal Aid Commission Strategic Plan, banners, a project video, and factsheets. The Toolkit constitutes an excellent project management tool to be used for all provider-level participants in the REACH project.

#### **4.1.8 Training, strategic planning**

The project output in terms of training has not been fully in line with what was envisaged. The number of staff trained in relation to “strategic planning and awareness raising skills” was 99 in 2016 (target: 100)<sup>30</sup> and 42 in 2017 (target: 100)<sup>31</sup>. The underlying justification is that it was considered a priority in 2017 to (after the delays incurred in particular due to TC Winston) fully focus on the outreach activities and the support to the bus operations, rather than on trainings<sup>32</sup>. The workshops generally use a mechanism to monitor training effectiveness (measuring perceived increase of awareness). Some of the workshops have been highly appreciated by participants, as communicated to the MTE.

Recommendation for 2018: Implement the training targets. Implement two trainings: 1) On Gender - see below, and 2) Strategic Lessons Learned workshops, end of 2018, for each of the 4 districts.

#### **4.1.9 Participating women and men**

Participation of women was equal to participation of men in the awareness raising activities (50%) in the period 2015-2017. In the delivery of services, the project reached more women than men: 55%. This is in line with the overall project focus on reaching out to women and vulnerable groups.

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<sup>29</sup> REACH Entry for Corporate Planning System Updated for End of Quarter 4, 2017, 9 January 2018 mentions 93 districts reached (47%); OutREACH ACHIEVED January 18 2018 mentions 113 districts (58%).

<sup>30</sup> REACH Annual Report 2016 page 7; this MTE has no figures for 2015. The Results Framework uses the wording “awareness topics, strategic planning and awareness raising skills”.

<sup>31</sup> REACH Entry for Corporate Planning System Updated for End of Quarter 4, 2017, 9 January 2018

<sup>32</sup> Communication, PM

#### 4.1.10 Activity Results still to be achieved – Capacity Building

This MTE conducted a brief assessment of Activity Results based on project documents and interviews with the Programme Management. (see Annex: “Assessment of Activity Results”).

The assessment identified a few areas that reportedly have not yet or only partly been implemented, and may be implemented in 2018 - if perceived as a need by UNDP and MWCPA, in view of the current priorities of the project. They are related to Output 1: Capacity Building. **Recommendation:** Identify whether there is a need for Capacity Assessment and Technical support to MWCPA, in view of the current priorities of the REACH project (ref. 1.1.4, 1.1.5, 1.3.1, 1.3.2) and implement in line with needs assessment. Time frame: 2018.

From: REACH - Assessment of Activity Results		
Indicative activities not done or partly done		
1.1.4	Partly done	Technical support to MWCPA on operational and financial planning
1.1.5	Partly done	Technical support to MWCPA on mobile units
1.3.1	Not / partly done	Strategic analysis and assessment of capacity in MWCPA in peace building, social cohesion and democratic governance
1.3.2	Partly done	Targeted advisory support to stakeholder / MWCPA

#### 4.1.11 Research for evidence based policy making

The project undertook research and analysis for evidence based policy making in accordance with the targets formulated in the Results Framework (= Output 2). Data from mission reports were produced (with focus on quantitative analysis, e.g., “OutREACH achieved”; and qualitative data, e.g., “REACH Impact Stories”<sup>33</sup>).

**Recommendation:** Undertake qualitative analysis based on data from outreach missions, and share with stakeholders (ref. 2.1.3).

#### 4.1.12 Management targets

Management targets in the project document were achieved in accordance with targets, including Human Resource Management, Project reporting, Project Board meetings and Sharing management information with stakeholders. (= Output 3)

#### 4.1.13 Targets 2018 likely to be achieved

Based on the achievements by December 2017, the **project targets for 2018 are likely to be achieved**. (See Table 1). Provided the project keeps its momentum and the present level of coordination and commitment is maintained by all project stakeholders there is every reason to be confident that the project targets for 2018 will be met.

The **challenge** is not in terms of quantitative achievements, but in **qualitative** targets: where are the gaps in service delivery? Who are not yet reached and why? When people, with help from REACH, apply for services, do they really receive these services in a timely and appropriate manner? This gap is partly addressed by a newly introduced innovative tool - see below: Innovative approach – S2F, Ch. 4.3.7 and 6.1.

<sup>33</sup> REACH Impact Stories, 2015-2017, document 41, 22 Stories. See also the REACH website [The Rights, Empowerment and Cohesion \(REACH\) for Rural and Urban Fijians Project](#)

## 4.2 Progress towards Outcomes

EQ: What progress towards the outcomes has been made?

EQ: What is the quality of the outputs produced thus far?

The REACH Project's intended Specific Project Outcome is<sup>34</sup>: to strengthen and promote sustainable democratic governance by adopting a peaceful, socially cohesive and socially inclusive approach. The project will support key government agencies in becoming more effective and accountable in their provision of a system of justice and the rule of law, at the same time promoting the rights of women and youth. Effective, accountable and strengthened key government agencies that are promoting peace building, social cohesion, inclusiveness and gender equality through their provision of awareness raising and delivery of services.

### 4.2.1 Quality of outputs

One of the Evaluation Questions is on the quality of outputs. There are different ways to answer this question<sup>35</sup>. As elaborated in the chapter on Methodology, this Evaluation focuses on Outcome in the results-chain 'input-output-outcome-impact', trying to catch credible linkages between the output of the action and intended changes. Quality of outputs is, consequently, not perceived as the "sum of quality properties of distinct outputs", but importantly "quality of outputs" refers to the ability of outputs to contribute to outcome, in other words to the 'junction' between output and outcome. In this logic, "contribution to Outcome" or "progress towards Outcome" refers precisely to the quality of outputs.

### 4.2.2 MTE Recommendation on Outcome indicators

The project **does not yet have robust indicators for 'strengthened key government agencies'**<sup>36</sup>  
Recommendation: Develop robust key qualitative indicators, jointly with the MWCPA and LAC, in 2018, for the intended outcome of "Effective, accountable and strengthened key government agencies that are promoting peace building, social cohesion, inclusiveness and gender equality through their provision of awareness raising and delivery of services". These indicators should be:

- 'owned' and monitored by the key government agencies MWCPA and LAC; and
- include composite indicators; qualitative-quantitative; provider-recipient indicators.

They may be used in the Final Evaluation of the REACH project and the proposed RRF for a possible REACH Phase II.

### 4.2.3 Perceived impact: service provider perceptions

In the perception of REACH stakeholders the REACH project has impact in many ways<sup>37</sup>.

"REACH provides double edged empowerment:  
to the people receiving services and the people providing services".

Dr. Josefa Koroivueta,  
Permanent Secretary, Ministry of Women, Children and Poverty Alleviation

Dr. Josefa Koroivueta, Permanent Secretary of the Ministry of Women, Children and Poverty Alleviation: "The REACH project has **impact** on the service providers themselves: it gives an opportunity to work together and reach out together; for some of them it is the first time to go to a rural area and experience rural village life; they get experience in public speaking (...) and it changes

<sup>34</sup> UNDP: REACH: Supplement to Project Document page 14; Results Framework page 1.

<sup>35</sup> The term "quality of outputs" suggests that quantity and quality of outputs are distinct (and distinguishable) properties of outputs, whereas in fact quantity and quality of outputs are essentially linked.

<sup>36</sup> A Prior UNDP monitoring missions concluded that it has not yet been possible to measure result against target and baselines. Programme Field Visit Monitoring Report, 10 May 2017, document 25

<sup>37</sup> Dr. Josefa Koroivueta, Permanent Secretary, Ministry of Women, Children, and Poverty Alleviation, Interview, MTE

their mindsets. There is also institutional impact: the platform for a comprehensive follow-on to REACH – a “REACH-Plus” - is already there”.

Mr. Rupeni Fatiaki, Director Social Welfare, Ministry of Women, Children and Poverty Alleviation<sup>38</sup>: “The REACH project has **impact**: it has improved our services. Before, cases could be pending a long time, now we see the people face to face and we make a commitment, we assure them that we will follow up on their case. (...) We are developing a new tool, a “Start-to-Finish Tracker” that may help them”<sup>39</sup>. “As an institutional impact of REACH, the Ministry has decided to **integrate the REACH approach in its system** and in its regular funding. Now we schedule quarterly 2-3 weeks visits to Rotuma”.

Several interviewees during the Mid-Term Evaluation report that REACH, in their perception, has impact on a more **client centered approach in service delivery**:

“REACH covers places where we have never ever set foot. People tell us: “this is the first time for us to see a government officer at our doorstep, in the village”. The kind of communication is totally different. If they come here we have 3 minutes for them, but if we go there they have time to explain, we can put it in context and make a better decision. We are putting ourselves in their shoes”<sup>40</sup>.

In an interview with the Legal Aid Commission, the Mid-Term Evaluation asked: what are, in your view, indicators of impact of the REACH project? How do you know you can **attribute** the increased demand for legal aid to the REACH project?

The Legal Aid Commission mentioned **the following** indicators of impact on the beneficiaries<sup>41</sup>:

1. People mentioning that because of REACH they apply for legal aid,
2. Statistical evidence: a significant increase in legal aid applications right after the start of REACH
3. Evidence that the legal aid provided through REACH has helped people in tackling the underlying problems, e.g., domestic violence
4. Other people in the community observe this, and also apply for legal aid. After a REACH meeting, sometimes the advisory councillor brings people applying for legal aid.

The LAC also mentioned several **indicators of impact on the service providers**:

1. “For us it is an eye-opener. It was the first time for me to travel to these villages. I saw that there are so many people in need”.
2. “We get insight in the problems of the women. Separate women’s meetings are more effective as we get more insight in what are the real problems of the women”.
3. “I learned to accept different responses; sometimes people are rough. We have to be patient”.

The MTE found several cases evidencing that it is precisely **the integrated approach** of the REACH project that makes it possible to serve the most **vulnerable** people<sup>42</sup>.

One of the members of a REACH mission found: “...we had one-to-one conversations with women’s leaders and women’s groups members; we were able to discuss development plans, future projects and community health projects. So the REACH outcome goes beyond its objectives”<sup>43</sup>.

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<sup>38</sup> Mr Rupeni Fatiaki, Director Social Welfare, Ministry of Women, Children and Poverty Alleviation, Interview, MTE

<sup>39</sup> For details on this new tool, the Start-to-Finish Tracker, see below, paragraph 4.3.7

<sup>40</sup> Social Welfare Officer, interviewed during the Mid-Term Evaluation

<sup>41</sup> Interview with Ms. Litiana Volau, Head of Office, Legal Aid Commission Lautoka, and Ms. Keli Vulimainadave, Lawyer, Legal Aid Commission Lautoka, interviewed during the MTE

<sup>42</sup> The LAC narrated the following example: “There was this young single mother, in a village, in Ba, looking for financial support, the father left, so the girl had to go back to the village. We helped her filling in the maintenance application form and the legal aid application. Luckily there was the BDM officer, who was able to provide the birth certificate of the child. So we could arrange it all at once. So she was happy, and we were happy. It is the integrated approach that worked”. Ms. Keli Vulimainadave, LAC, MTE Interview.

<sup>43</sup> MTE survey, REACH Team, Kadavu mission, 16 January, 2018



One of the Social Welfare Officers interviewed during the Mid-Term Evaluation expects that the REACH project will contribute to the quality of service delivery: “I am really supportive of the REACH project because we hear stories of villagers about how long they are waiting for their social services after visiting the SW offices for their application, paying so much money on transport...we really hope that REACH will help in improving the quality of service delivery... There is a need for a better accountability and complaint mechanism...”<sup>44</sup>

The MTE undertook a survey with 11 members of a REACH team mission<sup>45</sup>, asking “What have you learned from being involved in REACH in your professional capacity?”

The REACH team members responded that REACH strengthens their capacity in three ways:

- Strengthening the client-centered approach: helping service providers to understand the challenges of poor and vulnerable people; skills related to client-centered approach (being polite, listening, help in filling forms)
- Strengthening communication and Team work with different professional stakeholders
- Skill building.

The same survey asked: “What have you learned yourself from being involved in REACH?”

The answers referred to three types of personal capacity:

- Self-confidence, confidence in speaking in public: “Empowering for me and others”
- Understanding and compassion: “I personally learn from the villagers”,
- Working together, Team building, better understanding the work of other service providers

One of the REACH team members said: “I am proud that I am part of this mission”.

Three respondents mentioned that they see “working together with a diversity of stakeholders in a Team” as one of the strengths of the project.

#### **4.2.4 Perceived impact: beneficiary perceptions**

The Mid-Term Evaluation spoke with beneficiaries of REACH missions attending awareness sessions and applying for service delivery and some beneficiaries of former REACH missions. Many expressed their appreciation for the information and services delivered.

Four elderly women in Naqalotu, Kadavu, all single, were happy that they can apply for social pension as they would never have the opportunity to go to Vunisea. Four young women in Naqalotu, Kadavu, needed a birth certificate: important because they want to apply for job and go to school; in the REACH meeting they heard about women’s rights for the first time. A couple in Tavuki, Kadavu, was married by BDM during the REACH mission: they had never married because they can’t afford the travel to Vunisea, a boat trip costing 70 dollar per person. In Nasolo, Western Division, 3 women, in their forties, heard information about women’s rights for the first time. In Drasa, one of the participants will use the information she received at the REACH meeting for further development of the Melanesian women’s group. Another lady in the same meeting, advised by the Women’s Department at the Ministry, is going to register her women’s organization “Kula” (Bird).

The Mid-Term Evaluator interviewed several REACH participants during and after the presentations, asking: Did you understand the presentation?<sup>46</sup> The answers were mixed: in the Western and Central Division participants generally answered that they did understand the presentations, and they mentioned at least one issue that is important for them; in Kadavu several women were unable to

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<sup>44</sup> One of the Social Welfare Officers interviewed during the Mid-Term Evaluation

<sup>45</sup> MTE Survey, REACH Team, Drasa mission, 17 January, 2018

<sup>46</sup> MTE questions to participants: Did you understand the presentation? Can you mention one issue you heard that is new to you? Of what you have heard in the presentations, what is important for you? How?

answer the question. This may be related to various factors (being ‘further behind’, remoteness, information gap, set up of the meeting, noise, etc) – the evidence is too limited to draw any conclusions at this stage.

One of the women interviewed in a REACH meeting was skeptical. “I am tired of coming to the Social Welfare Office, they keep telling me that my application has gone to Suva and then they ask me to bring the same documents that I gave before, and then they say that my application got lost ... every time it costs me 30 dollar and 4 hours, I have already spent more than 100 dollars on travel ...”.<sup>47</sup> This lady was fortunate that she is now assisted by a Social Welfare Officer who reports that she is determined to do her best to get this application moving.

The MTE also received some highly positive feedback. Lalita lives in Matbani village, right at the seaside. “The bus came here in the village. I didn’t know whether I’m entitled to receive a social pension. After I learned from the bus people that I have a right to a social pension I went to Rakiraki with my birth certificate. After 2 months there was no message so I went again and they arranged my social pension. If the bus hadn’t come I would not have received the pension. Thank you to the Government of Japan.”

#### **4.2.5 Perceived impact: conclusions**

This MTE, in the above section, identified indicators of impact. The MTE found that both service receivers and service providers perceive that REACH had impact.

##### **Impact of REACH according to service providers:**

- outreach services are undertaken in remote areas, a tested mechanism is in place to deliver services to those unreachable, a platform,
- improved services, through the integrated approach
- increased demand
- REACH is expected to pilot a mechanism to track progress of the application for services (S2F); pressure for accountability and fast processing of applications, motivation to solve backlog in applications,
- The REACH approach is to some extent integrated in the SW system and financially
- Client-centered approach,
- TEAM work.

##### **Impact of REACH according to service recipients:**

- Increased understanding of their rights and entitlements
- “without REACH we would never have received these services”
- REACH supported women’s groups’ development activities

#### **Levels and layers of outcome and impact**

The MTE concludes that there is ‘perceived impact’ of the REACH project based on perceptions of stakeholders and beneficiaries, at different levels:

- at an individual level,
- at a collective community, and
- at an institutional level.

#### **4.2.6 Conclusion on Outcome: REACH contributed to strengthened institutional capacity**

This Mid-Term Evaluation finds indications, based on interviews with stakeholders, that the REACH project made a modest but significant contribution to *strengthening the capacity* of MWCPA and

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<sup>47</sup> Interview with one of the participants in a REACH meeting

LAC to reach the most remote areas and increase the provision of services to the most vulnerable groups. The “REACH-model” has successfully introduced a new approach to service delivery. A coordination mechanism for joint outreach services is in place, with a set of best practices. REACH team members have learned a more client-centered approach, Team work and presentation skills. They feel that the project strengthened them in their professional and personal capacity.

#### **4.2.7 Conclusion on wider Outcome - policy objectives, the Constitution of Fiji, and SDG**

The MTE concludes that the REACH project contributes to the longer-term outcomes of the project, both in terms of the intended project outcomes and the wider policy objectives.

The REACH project makes sufficiently credible that the project through the progress made towards project outputs and intended outcomes, is contributing towards the project development objective of “strengthening and promoting sustainable democratic governance through supporting key government agencies in the delivery of social, economic and legal rights provided under the Constitution of Fiji”. The project is reaching remote areas across Fiji where previously communities have not been aware of their rights and the associated availability of government services. Through the provision of the combination of awareness and then immediate service delivery in the areas of social, economic and legal rights during the outreach missions the project is directly supporting potential social and economic changes in people’s lives.

There is evidence of **credible linkages** between the project outputs and outcome at an institutional level, and the wider objectives at a nation-wide on social inclusion, social cohesion, peace building and gender equality. The project is effectively contributing to building the capacities of government partners (MWCPA, LAC, e.a.), that are, each in their own way, contributing to these **wider objectives** of promoting peace building, social cohesion, inclusiveness and gender equality.

The project has not yet developed powerful indicators at the level of “effective, accountable and strengthened key government agencies *that are promoting peace building, social cohesion, inclusiveness and gender equality through their provision of awareness raising and delivery of services*”. This MTE recommends developing such key indicators, in 2018.<sup>48</sup>

**It is too early to draw any definite conclusions on contribution to wider intended outcome;** moreover, this is beyond the scope of a Mid-Term Evaluation.

This Mid-Term Evaluation observes that **the project contributes to strengthened capacities and synergies of stakeholders**. As such, the project contributes to the intended Outcome as stated in the UNDP Subregional programme document for the Pacific Island Countries and Territories (2018-2022)<sup>49</sup>, the Intended Outcome as stated in the Fiji UNDAF Results Matrix 2013-2017, and the UNDP Strategic Plan 2018-2021<sup>50</sup>. On the same footing, the project contributes to the Fiji 5-Year and 20-Year National Development Plan<sup>51</sup>.

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<sup>48</sup> An indicator for “promoting peace building and social cohesion” may be: “bringing together groups of mixed ethnic background”. One of the REACH meetings, in Drasa, 17 January 2018, brought together three groups of participants: iTaukei, Indo-Fijian and Melanesian, and was facilitated in three languages: iTaukei vernacular, Hindi, and English. The Assistant DO, attending the meeting, Mr. Elisha Joshua, shared with the MTE that this REACH meeting was the first time he witnessed a mixed event in the region. It appears that the REACH missions may at least in some areas be well placed to use an inter-ethnic approach and bring mixed groups together.

<sup>49</sup> Subregional programme document (SRPD) for the Pacific Island Countries and Territories (2018-2022), in particular Sections 10, 11, 14, 15, 20, 36, 39

<sup>50</sup> In particular with section 37: Signature solution 2: Strengthen effective, inclusive and accountable governance; 41. Signature solution 6: Strengthen gender equality.

<sup>51</sup> Government of Fiji: The Fiji 5-Year and 20-Year National Development Plan: Transforming Fiji, 2017; in particular

To the extent that the project makes progress towards reaching its expected output and outcome, by extension the project also contributes to the achievement of Sustainable Development Goals 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (SDG 16) and 5: Achieve gender equality and empower all women and girls (SDG 5).

The Constitution of Fiji is founded on 8 values, including c) (...) accessible systems of justice, and d) equality for all and care for the less fortunate (...) <sup>52</sup>. To the extent that the project makes progress towards reaching its expected output and outcome, the project is contributing towards the realization of the very values and rights detailed in the Constitution of Fiji.

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sections 1.1, 2.3, 2.5, 3.1, 3.1.7, 3.1.8, 3.1.9.

<sup>52</sup> Constitution of the Republic of Fiji, Chapter 1, page 1. Interview Mid-Term Evaluation with Mr. Ashwin Raj, Director, Fiji Human Rights and Anti-Discrimination Commission.

### 4.3 Key contributing factors and appropriateness of approach

This Mid-Term Evaluation identified 8 factors pre-eminently contributing to the achievement of project outputs. They are basically the essential components of the REACH project approach, contributing to its effectiveness. They are coherent and mutually strengthening and all of these should be integrated in the project design in a possible Phase II.

This chapter answers four interrelated Evaluation Questions:

- What factors have contributed to the status of achieving or not achieving intended outputs?
- What factors are contributing to effectiveness or ineffectiveness?
- What is the appropriateness of the Project approach?
- Has the UNDP partnership strategy been appropriate and effective?

#### 4.3.1 Reaching the unreached *first*

As shown in the map of districts covered by the REACH project (page iv) a significant part of the most unreached areas has been covered: 58% of all districts. This reflects, and is in line with, the overall project approach of “Reaching the furthest behind *First*”. This approach is appropriate, as the REACH intervention logic, Theory of Change, objectives, target groups and activities are **coherent and consistent**. The focus on those unreached is an essential component of the project. Without the mobile service delivery approach, without the huge efforts to organize coordinated REACH service delivery missions in the most remote areas of Fiji, the targets would not have been met.

#### 4.3.2 Integrated approach

The collaboration between Government Ministries, Departments and statutory bodies has been a key element of the ‘integrated approach’ of the project that has precisely contributed to its effectiveness. The REACH approach has also been called “holistic” as REACH combines several approaches and components that are interrelated and mutually reinforcing.

There is a wide range of examples of projects worldwide on coordinated service delivery (one-stop-stops Vietnam, single window services in Cambodia and Indonesia, mobile services in Australia, Canada, Azerbaijan etc) but it is quite **unique** for a project to be able to integrate social services, civil registration (BDM) and legal aid services in one coordinated mobile outreach approach. The level of collaboration between stakeholders in the REACH project is also remarkable, comparing positively with experiences elsewhere.

#### Horizontal and vertical integration

The integrated approach applied by the REACH project also includes working with the traditional structures in place. The REACH project ensures coordinating with the local leaders and local traditional structures, including the Turaga ni Koro, the Roko Tui, the Bose Vanua (meeting for traditional chiefly leaders), the Bose Va Koro (Village council meeting), the Bose ni Tikina (District council meeting). These are the local structures where the local people seek assistance and the REACH project seeks to complement these rather than putting new systems in place.

The REACH approach is also ‘integrated’ in the sense of building on ongoing commitments and activities at the Ministry. For example, the Ministry (MWCPA) identified the Women’s Expo as an opportunity to promote the project message and deliver services to the 600 women participants, spread information to the 11,000+ Expo visitors and strengthen the synergy between project partners.

This decision has been appropriate in view of effectiveness (number of women reached – see the two separate activity reports<sup>53</sup>) and efficiency (cost sharing).

The integrated approach of not developing a parallel structure within the Ministry (MWCPA) - working with the existing project staff in the Departments of Women and Social Welfare, not creating a separate REACH team within the Ministry, is also perceived as appropriate, as this enables maximum **ownership**, integrating of lessons learned and practices, and contributing to the long term **sustainability** of the project.

#### 4.3.3 Partnership strategy

The partnership strategy has been appropriate and effective. The project was designed with two key stakeholders, the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Commission. The expansion of partnerships (BDM, FHRADC, Fiji Police Force) has been identified as a need and a potential as the project evolved, and the project has been able to actually materialize these partnerships, with more partnerships ‘on the ground’ as the need arose (e.g., the Ministry of Education, as observed during the Kadavu mission).

The stakeholders interviewed during the Mid-Term Evaluation are highly committed to the REACH project. For the stakeholders the REACH project provides an ‘added value’ as ‘reaching out to those unreached’ is in their mandate but they lack the financial means to do so.<sup>54</sup>

The partners report good working relations, teamwork during missions, opportunities to learn from each other. The timely and accurate reports and project updates to stakeholders are appreciated. The partners have mobilized relevant expertise. An indicator of the level of mutual trust reflecting good working relations may be in the sharing of sensitive project information.

The level of Capacity Development for stakeholder MWCPA has been less than anticipated as explained in par. 4.1.8 above<sup>55</sup>. Capacity Development for LAC has effectively contributed to the (draft) LAC Strategic Plan<sup>56</sup>.

Ensuring continued good collaboration, ownership, shared understanding of approaches, and synergies between partners at all levels is a challenge. The outreach missions are to some extent an excellent way to get to know each other and strengthen ‘team building’. This is also mentioned in the responses to the written MTE surveys<sup>57</sup>. The project has organized “lessons learned workshops” that have contributed to mutual understanding. Regular Board meetings are important.

The aim for REACH Phase II is that the existing partnership with the Ministry of Women, Children and Poverty Alleviation, and Legal Aid Commission be further strengthened, with the potential to formally include the Human Rights and Anti-Discrimination Commission; to be expanded with additional service providers when the need arises.<sup>58</sup>

#### 4.3.4 Gender focus

The project approach to focus on ‘women and gender’ has been **appropriate**. A focus on women and integrating a gender perspective is consistent with the overall project approach to reach the most vulnerable groups *first*. The gender approach should be strengthened. See chapter 4.5 on Gender.

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<sup>53</sup> Fiji National Women’s Expo 2016, 2017, doc 15, 16. At the 2016 Expo REACH reached 122 f/m, at 2017 Expo 137.

<sup>54</sup> Communicated to the Mid-Term Evaluation by several stakeholders.

<sup>55</sup> Communication PM, and project documents

<sup>56</sup> Workshop report Awareness raising skills & LAC Strategic Plan BTOR Jan&Apr 2016; LAC Strategic Plan Oct 2017

<sup>57</sup> MTE surveys with REACH team members REACH missions Kadavu and Drasa

<sup>58</sup> REACH: Key activities and expected result in the final year of the project period, o.c.

### 4.3.5 Evidence-based approach

The evidence-based approach has been an important factor contributing to the effectiveness of the project and one of the strengths of the project. It is a key monitoring instrument. The Project has a comprehensive project database on project outputs on service delivery, awareness and capacity development, with disaggregated data (f/m, age group, locations). The importance of ensuring accurate recording, analysis and reporting of data and the need to demonstrate evidence-based results is confirmed by all stakeholders. An evidence-based approach is not the ‘culture’ in Fiji; it is transformational and may function as a ‘role model’. (See also chapter 6, on UNDP’s contribution).

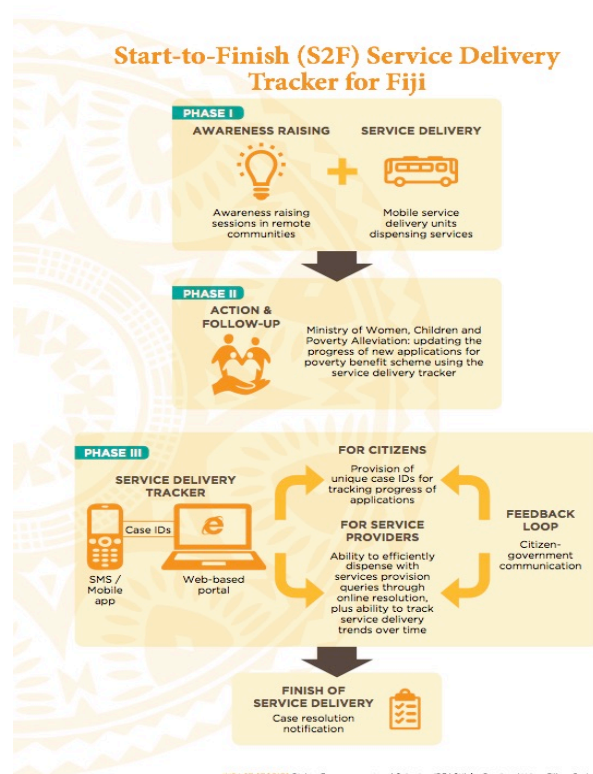
### 4.3.6 Commitment of the REACH Project implementation Team

The MTE observed an extraordinary level of commitment of all staff – all stakeholders - during the missions in Kadavu, Western Division and interior of Viti Levu. The level of commitment was also evident from the responses to the MTE surveys with REACH team members.

### 4.3.7 Innovative approach

An important element of the REACH approach is its readiness for innovative inputs. The project has been innovative from the start: it is unique in its kind in Fiji. Essential components of the project have been designed specifically for this project. There is no blueprint for an innovative approach. The mobile bus service is an innovative approach for reaching out to remote areas but is not the solution for all unreached areas. The ‘pilot approach’ is essential for REACH in exploring most appropriate modalities and integrating lessons learned.

The REACH project developed a pilot mobile application/SMS service to strengthen the quality of service delivery in terms of tracking the process of actual delivery, thereby expectedly contributing to effectiveness, better accountability and client centeredness. The pilot was developed through desk research, assessing international good practices with guidance from the UNDP Innovation Hub in Bangkok; and South-South knowledge exchange (Dhaka). Stakeholder support was ensured through the 2017 Board Meeting.<sup>59</sup> This “Start-to-Finish Service Delivery Tracker” (S2F) (see diagram) will be tested in 2018 with the objective to gather user responsiveness and systems operators’ feedback. The pilot is expected to result in recommendations for implementation in REACH phase II.



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### 4.3.8. Communication strategy

The project has an excellent communication strategy to stakeholders, with factsheets and quarterly factual updates on outputs and progress in a reader friendly manner (such as “OutREACH achieved”, “Key activities”<sup>60</sup>). These updates are highly appreciated by the donor and the partners, as communicated to the Mid-Term Evaluation. The evidence based approach (database) is also effective in communicating project achievements to external actors (Government, media). REACH is well covered by (social) media (local, national)<sup>61</sup>; several BTOR reports include (social) media coverage.

<sup>59</sup> Briefing Note–Start-to-Finish (S2F) Service Delivery Tracker–Foundations for the Pilot. Internal document, 2017.

<sup>60</sup> Key activities and expected results in the final year of the project period, o.c.

<sup>61</sup> See list REACH media coverage 2017

## 4.4 Challenges

The REACH project has faced many challenges as the project evolved, and in retrospect it can be concluded that most of them have been addressed well and in a timely manner<sup>62</sup>. Four examples:

1. **The broad scope** of the project appeared a challenge for focus on transformational results. The Project Board decided to narrow the scope, removing potential overlapping activities with other support programmes such as the Fiji Access to Justice Programme.
2. Data collection **for baseline analysis and coordination** with other programmes was identified by the PM as a challenge. All stakeholders adhered to the importance of evidence based results.
3. **Tropical Cyclone Winston** resulted in implementation delays. The 2017 Board Meeting decided to extend the date of project completion to 31 December 2018.
4. The organisation of **missions to the Eastern Division (maritime)** has been highly challenging. Intensive coordination is required by UNDP. Weather conditions in relation to local travel by boat is again a challenge. Safety and security precautions are observed.

### On-going challenges

There are **internal challenges** within the REACH project: those that are managed between the stakeholders; these include implementation challenges that can be solved (e.g. the issue of allowances – see below) and those requiring **ongoing attention** such as ensuring good collaboration, mutual understanding and synergies between the stakeholders. **External challenges** have to do with the factors that are not ‘under control’, such as the coordination with the villages, weather conditions and accessibility.

The implementation of the field missions is complex. The main ongoing challenges are related to coordination with REACH stakeholders and beneficiaries; logistics, and weather conditions.

The Mid-Term Evaluation observed that a REACH outreach mission (to Vesaru settlement, Ba) had to be cancelled due to weather conditions (heavy floods) and the planning had to be rescheduled last minute, which worked out well thanks to a combination of improvisation skills and good local contacts. Another example is the REACH mission to Rotuma that experienced a one week delay due to weather conditions; the REACH team used this extra week for intense service provision in additional Rotuma villages (covering 452 people).<sup>63</sup>

#### 4.4.1 Field missions (1): coordination, site selection, half year planning

The excellent REACH Toolkit reflects many challenges and lessons learned on how to deal with these challenges<sup>64</sup>. The Toolkit also functions as a risk-reduction tool. The Toolkit gives clear guidance on coordination, site selection and mission preparations.

Some of the stakeholders interviewed reported that they would like to be consulted to a larger extent on the coordination of the missions in particular on the (long term) timing of the missions, in view of their work planning, and on the site selection. Recommendation: arrange a long-term mission planning, to be decided among stakeholders, site selection to be coordinated where possible, with Plan B for risk factors including adverse weather conditions.

#### 4.4.2 Field missions (2): challenges observed during Mid-Term Evaluation

Various challenges were observed during the MTE. Several of these have also been addressed in Lessons Learned workshops<sup>65</sup>. Apparently, some of them are persistent.

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<sup>62</sup> Each Board meeting addressed Challenges. See Board meeting minutes: “Challenges and constraints”

<sup>63</sup> Interviews REACH Team members and Revised BTOR Rotuma mission 15 Sept. – 4 October 2017

<sup>64</sup> REACH Toolkit: Conducting a REACH mission: Toolkit for Coordinators and Mission Team.

<sup>65</sup> Report REACH Lessons Learned workshop Labasa December 2015 and Coral Coast July 2017



**Table 2: REACH field missions – Some Challenges and Recommendations  
observed during Mid-Term Evaluation**

<b>Issue</b>	<b>Challenge and recommendation</b>
Coordination	Having a UNDP REACH Team Leader works well. TL should have oversight and not be in charge of admin issues (payments) but only person authorized to do so.
Nr. of missions per day	In the past the project has sometimes targeted 3 missions a day (Kadavu December 2017). 2 missions a day is already quite challenging.
Timing and delays	Time needed for setting up banners and equipment.
Timing and delays	Delay of 2nd village meeting when 1st meeting takes more time than foreseen.
Timing and delays	Timing and delays: confusion regarding timing, starting time, delay. Villagers sometimes waiting for hours.
Bus	Accessibility of villages by bus is easily affected in case of rain and flood.
Bus	Having a private space is appreciated, but there tend to be queues.
Sevusevu, awareness and service delivery: planning (spaces, timing)	Separating sevusevu from service delivery using different spaces preferable in terms of both servicing/empowering women and respecting sevusevu (compare Tavuki, Kadavu and Nakavika, Central Division)
Presentations	Sometimes too long. Emphasize that team members prepare and practice their presentations in advance.
Presentations	The model with presentations and information about rights works well, to be continued. Focus on women's rights, for needs assessed in advance. Concrete.
Presentations	Make sure all speakers address everyone, in particular the women (it has been observed that presenters look almost exclusively at the village chiefs; women at the back are not addressed and can't follow).
Presentations	Improve presentation/training skills, including visual aides, simple role-play etc.
Presentations	Generally in local language. If in English without translation the impact of the awareness raising is affected.
Video	Technical equipment takes time to set up, needs to be tested before presentation starts, sometimes better not to use video.
Video presentation	Make sure the video is visible from the angle where the women are seated. Try out
Video presentation	The 'general video' is not always appropriate in village visits; videos on particular services may be more suitable; decide in advance which is most appropriate.
Service delivery: women & vulnerable groups first	Make sure that women who have other chores, and most vulnerable people (elderly or physically challenged) do not have to queue for service delivery.
Focus on women's needs: advance mission	In advance mission, identify and involve women's groups or local female leaders/ service providers such as local nurse. Advance missions to preferably include at least one woman in charge of involving women.
Focus on women's needs	In advance mission, special needs assessment on women's special needs.
Focus on women's needs	Pre-arrange the seating, in view of maximum participation of women
Focus on women's needs	Plan separate women's meetings.
Focus on women's needs	In presentations, pay special attention to women's specific needs
Focus on women's needs	Arrange timings in view of women's preferences and availability
Focus on women's needs	Maximum flexibility in planning in view of women's participation
Focus on women's needs	Presentations on women's issues: use a variety of methods including FGDs, possibly smaller FGD's for separate age groups or needs (single women, young mothers, women ready to speak about domestic violence)
Focus on Women's needs and lessons learned	Did the REACH mission really address women's priority needs? Did the women really understand the awareness sessions and was it meaningful for their empowerment and access to services? How do you know?
Capture and document lessons learned	Observe. Use a gender lens. Make notes for debriefing and BTOR: Main challenge? Possible solutions? Steps forward, within my competence? Lessons learned for future missions?

#### **4.4.3 Observing traditional village structures and protocols**

One of the strengths of the REACH project is that it manages to work through the local structures, enabling maximum local ownership and a bottom up approach. The REACH project makes sure to not abrupt the traditional village structures, in iTaukei villages and Indo-Fijian and Melanesian settlements<sup>66</sup>. Traditional protocols (sevusevu) are observed including kava drinking; this poses obvious challenges and dilemmas in terms of agendas, planning, time management, use of spaces (village hall or other spaces) and priority groups to address (women or/and men), with options sometimes being mutually exclusive. The REACH team appears to have found ways to deal with these challenges but every new situation is different.

#### **4.4.4 Gender, culture and tradition**

“Gender, culture and tradition” is one of the key challenges of the project. See chapter 4.5

#### **4.4.5 Addressing accountability challenges**

Accountability in accordance with the highest standards is a challenge in a rural setting where people are not used to a ‘culture of written receipts’. The project needs to buy items on the local market (such as kava or fuel) where people are not used to providing receipts. This is a challenge, but REACH has developed an appropriate and systematic practice to deal with this. For example, the MTE observed in Kadavu that UNDP staff buying kava produced a receipt with not only the signature of the vendor, but also her mobile number and a picture of her actually providing the good. The UNDP financial department has reported that the REACH project is exceptionally well managed in terms of transparency and accountability of acquitting its cash advance<sup>67</sup>.

#### **4.4.6 Quantitative & qualitative monitoring**

The outreach missions are unique learning experiences. Some of the monitoring reports are very rich in information. It is a great challenge and opportunity for the project to capture (and document) the ‘lessons learned’ from each of the missions in such a way that they can be used to be better prepared for future missions and improve the quantitative and qualitative implementation of the project.

##### **Recommendations:**

1. Include (a limited number of) qualitative indicators in the reporting format.
2. Include gender reporting in the reporting format. See the paragraph on gender.
3. Undertake a meta-analysis of BTORs; integrate lessons learned in the design of REACH Phase II.

#### **4.4.7 Allowances**

Several REACH team participants from government stakeholders brought forward the issue of allowances. The issue calls for understanding, clear instructions and implementation, so as to not affect the mission ‘spirit’. The sooner the better.

#### **4.4.8 Increased demand**

The REACH Risk Log identifies “inability to cope with increased demand”<sup>68</sup>. The issue of human resources (at the desk level felt as competing priorities) was brought up by MTE interviewees at different levels (and has been discussed in REACH workshops). REACH’s (intended and actual) impact is to increase demand for services. The REACH impact makes challenges visible that require management response in line with the modalities identified in the Risk Log. Recommendation: appropriate and timely management response addressing the challenges faced at the desk level.

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<sup>66</sup> Mandatory observation of sevusevu is stipulated in the Toolkit

<sup>67</sup> Interview with one of the REACH team members. Guidelines for “payments to vendors” are provided in Toolkit, p 19.

<sup>68</sup> REACH: Supplement to project document, Annex 3, Risk Log, page 49, section 5, including Management Responses

## 4.5 Mainstreaming Gender, Rights-based approach

### 4.5.1 Mainstreaming Gender

“Gender, culture and tradition” is one of the key challenges of the project. How does the REACH project manage to work through the traditional local village structures *and* remain faithful to the very objectives of the project: Rights, Empowerment and Cohesion, and Gender Mainstreaming?

- In terms of **quantitative** outputs, the focus on women and gender mainstreaming has been highly effective.
- In terms of a **qualitative** contribution to awareness and service delivery to women, the project has made progress and gained a rich body of experience from which to draw lessons learned.
- In the last phase of REACH (2018), there is a need for a more robust methodology on strengthening a gender perspective in the REACH project using qualitative indicators.

### 4.5.2 The numbers

In the awareness raising activities of the REACH project in the period 2015-2017, participation of women was equal to participation of men (50%).

In the delivery of services, the project reached more women than men: 55%<sup>69</sup>.

The project has been effective in reaching out to women<sup>70</sup>.

What do these figures signify? Has the participation of women helped them to actually receive the services? Is it possible, in the remaining project period (2018) and in a possible REACH II, to increase women’s ‘qualitative participation’, through a stronger gender sensitive approach? One of the answers to this question is addressed in the pilot S2F. see Chapter 3.7

### 4.5.3 Integrated in project cycle

The Mid-Term Evaluation undertook a gender assessment of the Results Framework, Intended outcomes, Specific project outcome, Key Result Areas, Project objectives, Intended Outputs, Strategy, Intended results, Change pathway, Partnerships strategy, Synergies, M&E, Data collection, Project reporting, Mission reports, Communication, Visibility, Quality Assurance.

The MTE concludes that ‘gender’ is fully integrated in the RRF, the project cycle, M&E.

**The challenge is at the implementation level: ‘how’.**

The project has already really thought through how to approach women in the best way, including taking into account what are the specific needs of women, the way to invite women, timing of the mission, form of presentations, the topics of presentations (highlighting issues in the interest of women, e.g., LAC focusing on family law), communication materials, seating, large number of women involved in the outreach missions making women feel more at ease, etc.

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<sup>69</sup> UNDP: outREACH achieved, December 2017, page 1

<sup>70</sup> A few observations on the numbers:

1. There are significant differences between the service providers. For the Department of Social Welfare and the Legal Aid Commission, the number of women and men provided services was about equal; The Department of Women provided services in majority to women (90%); Human Rights services were provided in majority to men (67%).
2. There are no major disparities between districts: In the Northern Division 57% of REACH’s services were provided to women; in the Central Division 53%; and in the Eastern Division 59%.
3. The numbers don’t say much about the duration (and ‘quality’) of women’s participation. The duration of their participation may be less as some come late or leave early as they are occupied in household chores; REACH advance missions address the challenge of timing in accordance with women’s needs.

#### 4.5.4 Challenges and best practices

**This MTE identified some gender-related challenges during implementation of field missions.** See table 2, Chapter 4: “Field missions (2): challenges observed by the Mid-Term Evaluation”.

The MTE also observed how some of these challenges are mentioned during mission briefings<sup>71</sup>; sometimes they are discussed in advance missions with the roko and turaga ni koro<sup>72</sup>, and they are mentioned in mission debriefings<sup>73</sup>.

The MTE also observed several practices that work well, such as:

- Separating sevusevu from service delivery, using different spaces, separate meetings for women: this seems to be conducive both for servicing/ empowering women and respecting sevusevu (compare Tavuki, Kadavu and Nakavika, Central Division).
- Ms. Selai Korovusere, Director Women, Department of Women, Ministry of Women, Children and Poverty Alleviation: “We coordinate with women’s groups registered with us, we tell them that the REACH team is coming”.<sup>74</sup>
- In Kadavu the local nurse volunteered to help with BDM applications as women were queuing up
- Recommendation: involve women’s groups/female leaders/service providers.

So far, project focus on **quantitative approach**: women’s participation in numbers. Successful. Need to move on to **qualitative approach**: effective participation, increase in awareness, increase and quality of service delivery, empowerment, including client orientation of service deliverers.

- Continue to integrate gender mainstreaming in all aspects of the project: design, tools, methods, BTOR, M&E, reporting, visibility: document challenges, address challenges
- Strengthen the methodology to assess qualitative impact.
- Strengthen the gender capacity of the stakeholders.
- Address the challenges (par. 4.4), e.g., include women’s groups in field mission preparations

#### 4.5.5 Recommendations

The MTE organized a Gender discussion with the REACH Deputy Programme Manager and REACH coordinators<sup>75</sup>. The meeting resulted in 4 Recommendations:

1. Training (continued) on how to focus on gender equality
  - UNDP with key stakeholders
  - for villagers: a) separate trainings for women (including at special events e.g. Women’s Expo), and b) separate training for men, including Turaga ni Koro,
2. Make ‘gender’ part of all aspects of REACH missions: a) Advance, b) During, c) Post
3. Make ‘gender’ a mandatory section in the BTOR report; 2 qualitative questions:
  - What did we see as a challenge in integrating a gender focus in this REACH mission?
  - What do we see as a possible solution, within our competence?
4. In August 2018, a meta-analysis of BTOR reports on Gender in REACH. Expected outcome: Best practices, to be incorporated in proposal REACH II.

<sup>71</sup> Observation, REACH mission briefing, for Kadavu mission, Suva

<sup>72</sup> Communication with REACH coordinators and DBM

<sup>73</sup> Observation, REACH mission debriefing, Kadavu

<sup>74</sup> Ms. Selai Fay Cama Korovusere, Director Women, Department of Women, Ministry of Women, Children and Poverty Alleviation: Mid-Term Evaluation interview.

<sup>75</sup> Mr. Tevita Dawai, Mr. Akuila Sovanivalu and Mr. Salesi Savu

#### 4.5.6 Rights-based approach

The project is applying a rights based approach.

This is the observation of the Mid-Term Evaluation.<sup>76</sup>

1. Rights and Empowerment is – obviously - the ‘heart’ of the project, as is clear from the objectives and intervention logic, in particular in the project focus on reaching out to the furthest behind; and in combining a duty bearer and rights holder approach in strengthening capacity in service delivery to those unreached.
2. The project is effectively promoting rights through Awareness raising and Legal Aid. The project provides awareness on rights to people who have little information on their rights, and enables access to rights through outreach service delivery including through the Legal Aid Commission (key stakeholder) and the Fiji Human Rights and Anti Discrimination Commission. The project makes it possible for villagers to identify, address, and receive support on issues pertaining to violation of human rights. The project provided services specifically addressing Human Rights to 275 beneficiaries in the period 2015-2017<sup>77</sup>.
3. The way and methods of project implementation:
  - a. The MTE observes that the project is making efforts to coordinate with the villages through prior involvement of village chiefs and through these, and where possible with women’s groups in the villages.
  - b. The project is introducing a method of service delivery tracker to enable potential recipients to track the progress of their application to services.
  - c. The MTE observes that the REACH project implementation team is observant to possible (cultural, gender, and other) sensitivities in their communication with the villagers. This is also emphasized in the joint briefing sessions of the REACH outreach missions, and the project has included staff sensitization on rights issues in some of the trainings.
  - d. The project has piloted methods to ‘giving vulnerable groups a voice’, for example through the “REACH Stories”.
4. The MTE did not observe any adverse impact on human rights.

#### 4.5.7 Recommendations

1. Identify relevant robust qualitative indicators for a possible REACH Phase II on the human rights based approach, including a) on duty bearers and rights holders indicators, and b) methods of project implementation, including sensitivities (cultural, gender, other).
2. REACH 2018 and Phase II: identify vulnerable groups not yet reached, and ‘vulnerabilities within vulnerabilities’ amongst the groups already reached (e.g. violence survivors, elderly, disabled, LGBTI) and address their needs in a possible REACH Phase II. Continue to reach those most unreached first, not to enable a (additional) divide.
3. Phase II: Continue to ‘give a voice’ to the people “reached by REACH” and explore additional ways to do so in a possible REACH Phase II.

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<sup>76</sup> The conclusion of the MTE aligns with the UNDP Project Quality Assurance Report assessing that “there is credible evidence that the project furthers the realization of human rights, on the basis of applying a human rights approach. Any potential adverse impacts on enjoyment of human rights are actively identified, managed and mitigated through the project’s management of risks”. See UNDP REACH Project Quality Assurance Report, in REACH Supplement to Project Document page 36.

<sup>77</sup> OutREACH Achieved 2018

## 4.6 To what extent has UNDP assistance contributed to outputs?

UNDP is in charge of the **overall project management** in a comprehensive way and as such the UNDP contribution to the project has been fundamental to the achievements of the project.

The **overall management of the REACH project by UNDP has been very good**. This conclusion by the independent Mid-Term Evaluation was confirmed in interviews with project stakeholders.

### **Day-to-day management and programme management support**

UNDP has set up management arrangements for the REACH project in an accountable and transparent manner.<sup>78</sup> The UNDP Project Manager is in charge of the day-to-day management and decision-making for the project on behalf of UNDP. UNDP provides strategic guidance and programme management support to ensure procurement, financial and human resource management and reporting is in accordance with UNDP rules and procedures and in accordance with contractual arrangements with the donor and key stakeholders where applicable.

### **Reporting, transparency and relations with stakeholders**

A key role for UNDP is to ensure that project donors, development partners and stakeholders are kept fully informed of project's progress. The transparency and accountability to the donor and key stakeholders is perceived as very good. The Embassy of Japan commented to the Mid-Term Evaluation that the Embassy is highly satisfied with the reports on the REACH project: "They are very good, precise and well-written, in comparison to other implementing partners".<sup>79</sup>

### **Technical expertise**

The UNDP assistance and guidance includes providing relevant **technical expertise** in particular on Human Rights, Access to Justice, economic and social rights, governance issues and related fields. UNDP also provides relevant **international expertise** and contacts as and where required.

### **REACH project Team**

The UNDP REACH Project implementation team consists of highly qualified team members. The team members are in majority national team members.<sup>80</sup> The gender balance is uneven.<sup>81</sup> The Project Manager who established and managed the project is female, and a senior international experienced in this area. The level of commitment of the REACH team members is extraordinary. The fact that the REACH Deputy Programme Manager has traditional chiefly ties does help in getting access to villages as observed during the Mid-Term Evaluation.

### **Team Leader in joint mobile missions**

UNDP has been taking the lead in coordination of the joint mobile outreach missions, in its capacity as a Team Leader. Organising these outreach missions has been extremely time intensive.

The REACH project has organized joint mobile outreach missions between 2015 and January 2018<sup>82</sup>. There has been a powerful learning curve between the first and the latest missions. UNDP has developed a comprehensive 'REACH protocol' or 'scenario for REACH missions' – an excellent REACH **Toolkit**<sup>83</sup> which has proven to be useful in terms of providing joint procedures, standards

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<sup>78</sup> See Governance and Management Arrangements - REACH Project Document page 28

<sup>79</sup> Mid-Term Evaluation - Interview with the First Secretary of the Embassy of Japan in Fiji, Mr. Genta Yamada.

<sup>80</sup> Overview, REACH staff

<sup>81</sup> The Team is in majority male. It has reportedly been difficult to find qualified female local staff members - communication PM; the level of gender sensitivity among all staff is high as observed during REACH missions.

<sup>82</sup> List of REACH Outreach missions as per Jan. 2018; MTE observations: 2015:17; 2016:11; 2017:37; 2018:3. Total 68.

<sup>83</sup> REACH Toolkit, January 2018

and relevant background materials for participants in REACH in missions, reflecting the experience of the previous missions. The Toolkit is a ‘growth document’ that is updated whenever necessary.

### **Project Board**

The overall Governance of the project is undertaken through the Project Board<sup>84</sup>. The Project Board Terms of Reference include its role in Project Assurance. The Project Board has been consulted on major project decisions including changes in project implementation<sup>85</sup>.

**Recommendation:** include an overview of Project Board meetings, minutes and issues discussed, in the Annual Report and in the Final Project Implementation Report.

### **Quality Assurance**

In addition to the role of the REACH Board in Quality Assurance there is the dedicated role of UNDP Integrated Results Management Unit in Project Quality Assurance<sup>86</sup>. The IRMU’s role is independent of the Project Manager. The fact that UNDP Pacific Office provides quality assurance through the independent Quality Assurance Unit is an added value for the project implementation. Quality assurance is further provided through other mechanisms including project audits<sup>87</sup>.

### **Results Based Management**

A significant contribution from UNDP to the project is its results based management (RBM). The project has a robust database on Outputs and Result Areas and implementation of activities. There is emphasis on accuracy and timeliness, as observed during the Mid-Term Evaluation. Mission data from joints missions are made available within 2-3 days, mission reports are written within 2 working days<sup>88</sup>; information requested by the Mid-Term Evaluation was made available the same day. Overall, the project implementation reflects a results and evidence oriented organizational culture, which is reportedly appreciated by stakeholders.

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<sup>84</sup> in line with the Project Documents (2014 article 38, 39 and Updated Project document)

<sup>85</sup> Minutes, Project Board Meetings 18 December, 2015, 28 March, 2017, 26 January, 2018. The last Project Board meeting took place on 26 January, 2018.

<sup>86</sup> Governance and Management Arrangements - REACH Project Document page 28

<sup>87</sup> REACH Financial Report 2015, 2016, 2017 (document 69)

<sup>88</sup> REACH ToolKit page 40

## 4.7 Mid-Term observations on Relevance, Efficiency, Effectiveness, Impact, Sustainability

A more comprehensive evaluation against the DAC/OECD criteria is expected to be part of the Final Project Evaluation and is beyond the scope of this MTE. “This MTE will make observations on the DAC/OECD questions as and where relevant in the context of the Evaluation Questions”<sup>89</sup>.

### 4.7.1 Relevance

The project is relevant in view of:

- its contribution to the realization of the very values and rights detailed in the Constitution of Fiji,
- its contribution to the SDGs 5 and 16,
- its contribution to specific needs identified in Fiji,
- the fact that service providers interviewed by this MTE perceive the project as highly relevant,
- the fact that beneficiaries in remote areas interviewed by this MTE during REACH missions perceive the project as highly relevant.

### 4.7.2 Efficiency

Reaching the most vulnerable and remote people comes with a cost. This is a value-based dimension of the project.

The project implementation is efficient in view of:

- sufficient evidence that the project is implemented in line with UNDP guidelines on efficiency<sup>90</sup>,
- evidence that the project followed the procurement guidelines stipulated in the contract with the Government of Japan and the UNDP internal guidelines,
- considerations of cost-effectiveness have played a role throughout the project implementation<sup>91</sup>,

This Mid-Term Evaluation did not observe any evidence of lack of cost-effectiveness.

Ultimately, there is no way to assess the cost-effectiveness of the project *other than* in immediate relation to the overall **impact** of the project.

### 4.7.3 Effectiveness

This Mid-Term Evaluation identified 8 factors pre-eminently contributing to the effectiveness of the project and the achievement of project outputs (chapter 4.3). Innovative approaches such as S2F are expected to strengthen effectiveness.

### 4.7.4 Impact

An ‘impact assessment’ is beyond the scope of a Mid-Term Evaluation and is only meaningful for an end evaluation or even once a certain period of time has passed since the finalisation of a programme. This MTE includes reflections on the likeliness of impact and perceived impact throughout the report.

### 4.7.5 Sustainability

Ownership is a key factor for sustainability<sup>92</sup>. The Mid-Term Evaluation has identified sustainability factors – essential project components that are likely to contribute to project impact. The project has the potential to be sustainable.

Four key sustainability factors for 2018 and after: deepen the approach, focus on quality, ensure ownership of partners and keep the momentum.

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<sup>89</sup> As discussed with the Programme Manager, Communication with Programme Manager, 12 January 2018

<sup>90</sup> UNDP Strategic Plan 2018-2021: 2. Cost effectiveness, efficiency and value for money, page 19

<sup>91</sup> Budget changes (including on attribution (D)PM from 100% to 30%) enabled a larger national team, which is perceived more appropriate. Other management decisions including on Office location and Capacity Development were informed by various considerations including cost-effectiveness. Source: Project reports and communicated by PM.

<sup>92</sup> The Ministry of Women, Children and Poverty Alleviation contributed 100,000 Fiji Dollar (FJD) to the project.



## 5. Conclusions

1. The Fiji REACH approach works well. Several essential project outputs exceed targets. The project is well on track in terms of achieving its output objectives contributing to outcome.
  2. In the remaining 10 months the project may further focus on monitoring the ‘qualitative’ approach: quality of ‘the project cycle of service delivery’, empowerment, and documenting (in writing or video) qualitative contribution to outcome.
  3. 8 project components essentially constitute the project’s effectiveness: Reaching the unreached *first*, the Integrated approach, the Partnership strategy, the Gender focus, the Evidence based approach, Commitment, Innovation and the project’s Communication strategy.
  4. The partnership strategy has been appropriate and effective. All partners have their particular strength. The contribution of the two key partners, the Ministry of Women, Children and Poverty Alleviation and the Legal Aid Centre, has been paramount to the success of the project.
  5. UNDP’s assistance has been essential in terms of strategic guidance, transparent reporting, technical expertise, Team Leadership in joint mobile missions, quality assurance, and in providing a ‘results and evidence oriented organisational culture’.
  6. The project has a rich body of ‘lessons learned’ including on gender equality in a traditional context and inter-communal peace building, that are significant to the very values of the Constitution of Fiji.
  7. There is a need to ‘consolidate’ in view of inputs for the design of follow-up Phase II: Challenges and best practices.
  8. Ownership is a key factor for sustainability. In addition: addressing challenges, deepening the approach, focus on quality, and keeping the momentum.
- Finally, the acronym “REACH” is powerful and should be maintained in case of a follow-up project.

## 6. Recommendations

### 6.1 Follow-up 2018

EQ: Are there any follow-up actions to be taken or any necessary adjustments, including if indicated the reorientation of the Project?

**RECOMMENDATIONS for 2018, to UNDP and all stakeholders, unless mentioned otherwise:**

#### **1. Field mission planning and implementation:**

- To all stakeholders, in particular MWCPA: Draw a realistic plan for the use of the mobile service delivery units (buses); follow up technical issues
- Arrange a longer-term mission planning; site selection to be coordinated wherever possible, and Plan B for risk factors.
- Address implementation challenges identified in this MTE (see Table 2)
- To UNDP, MWCPA, LAC: Clarify the issue of allowances and solve any misunderstandings related to allowances, the sooner the better.

#### **2. To the management of the MWCPA and LAC:**

**Develop a robust timely and appropriate** Management response to address the reported challenge related to the ‘inability to cope with the increased demand’, in line with the modalities identified in the Risk Log. (See paragraph 4.4.8)

#### **3. Field mission reports, Monitoring, Research for evidence based policy making (Output 2.1.3).**

- Include qualitative indicators in BTOR format.
- Include gender reporting in BTOR format. See paragraph on gender.

- Undertake a meta-analysis of BTOR reports on lessons learned, and integrate these in the design of REACH Phase II.
- 4. Capacity Development** for stakeholders:
- To MWCPA: Identify whether there is a need for Technical Support to MWCPA in 2018 in view of current priorities (ref. 1.1.4, 1.1.5, 1.3.1, 1.3.2); implement in line with needs assessment, if needed with support of UNDP,
  - Gender trainings: see below
  - To UNDP and project stakeholders: Strategic Lessons Learned workshops, end 2018, possibly as part of Final Evaluation, 4 districts. Expected Outcome: inputs for design REACH Phase II.
- 5. Gender:**
- Deepen the gender approach, increase in awareness, increase and quality of service delivery, empowerment; client orientation of service deliverers.
  - Continue to systematically integrate 'gender' in all aspects of the project
  - Strengthen the methodology to assess qualitative impact.
  - Strengthen the gender capacity of the stakeholders.
  - Address the challenges (Table 2 chapter 4.2)
  - Gender action plan for 2018:
- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Training on how to focus on gender equality, a) UNDP with key stakeholders, b) at village level: separate trainings for women (including at events e.g. Women's Expo), and separate training for men,</li> <li>2. Make 'gender' part of all aspects of REACH missions: a) Advance, b) During, c) Post</li> <li>3. Make 'gender' a mandatory section in the BTOR report; 2 qualitative questions on challenges observed in addressed 'gender' in this REACH mission, and possible solutions.</li> <li>4. In August 2018, a meta-analysis of BTOR on Gender in REACH.<br/>Expected outcome: Best practices, to be incorporated in proposal REACH II.</li> </ol> |
|---|
- 6. Innovation Pilot S2F Delivery Tracker:** implement the pilot and develop recommendations to be included in design REACH Phase II.
- 7. Outcome Indicators:** Develop key indicators, MWCPA and LAC with UNDP (See Ch. 4.2):
- 'owned' by MWCPA, LAC (what is a key indicator for increased capacity expected?)
  - include composite indicators; qualitative and quantitative; provider and recipient indicator.
- 8. Input in design Phase II:** Assess: which groups are not yet reached and why?
- 9. Partnerships and stakeholders:**
- As part of the design of a possible REACH Phase II, revisit partners' expectations, challenges, and strengths.
  - Identify lessons learned on client centered service delivery.

## 6.2 Key components for a follow-on REACH Phase II

EQ: What are the key potential components, necessity and expected outputs for a follow on Project?

### Expected output

A "REACH Phase II" is needed to:

- consolidate the achievements of REACH I,
- deepen the qualitative approach,
- expand the project's coverage (number of districts, villages), including in maritime areas,
- deepen the project's coverage in terms of people receiving services, focus on "reaching the unreached *first*", reach the "most vulnerable amongst the vulnerable",
- strengthen monitoring and accountability mechanisms, using innovative approaches.

## RECOMMENDATIONS for REACH PHASE II

To all project stakeholders (UNDP, MWCPA, LAC, other) unless mentioned otherwise:

1. **Project design:**

8 project components essentially constitute the project's effectiveness: Reaching the unreached *first*, Integrated approach, Partnership strategy, Gender focus, Evidence based approach, Commitment, Innovation and Communication strategy. These should all be prominent components in Phase II.

2. **Mobile service delivery units:**

REACH II to expand the project's coverage, reaching out to communities that have not yet received the services, with continued focus on "reaching the unreached first" and also reach the "vulnerable amongst the vulnerable"; and revisiting communities visited in Phase I for follow up. Reaching remote communities may require acquiring additional vehicles or boat transportation.

3. **Partnership:**

Partnership with the Ministry of Women, Children and Poverty Alleviation, and Legal Aid Commission to be strengthened, potentially to formally include the Human Rights and Anti-Discrimination Commission, and additional service providers as the need arises and as feasible.

4. **S2F Delivery Tracker system:** to be implemented based on the results of the 2018 Pilot, to ensure that services are delivered and completed.

5. **Institutional strengthening of the evidence based approach** - data collection, monitoring, analysis and reporting - to inform policy and practice of stakeholders contributing to the achievement of the SDG 16 and SDG 5, including training on monitoring capacity (qualitative and quantitative).

6. **A Capacity Development Plan** to be developed, including in-house ToT capacity with key stakeholders, including a training curriculum, and strengthened training methodology.

7. **Best Practices and approaches:**

Study on the possible replication of approaches and best practices with similar initiatives in other countries in the Pacific region based on the analysis of the data collected from REACH Phase I and II.

8. **Gender strategy**

- Strengthen the gender approach
- Continue to integrate 'gender' in all aspects of the project, including in REACH missions: a) Advance, b) During, c) Post
- Strengthen the methodology to assess qualitative impact,
- Further strengthen the gender capacity of REACH team and stakeholders,
- Training/awareness at village level, separate for women and men.

9. **Rights-based approach**

- Include qualitative indicators on the human rights based approach, including a) on service providers/receivers, and b) addressing sensitivities (cultural, gender, other).
- reach out to vulnerable groups not yet reached, and 'vulnerabilities within vulnerabilities'
- explore additional ways to 'give a voice' to the people "reached by REACH".

10. **Develop a communication plan**, explore effective communication tools that strengthen the project outreach to target groups and wider audience. Also strengthen the visual documentation of the project (photography).

## **List of Tables**

**Table 1: REACH Outputs Achieved December 2017 and Progress towards Targets 2018**

**Table 2: REACH field missions - Challenges and Recommendations observed during MTE**

## Annexes

### Annex 1: Terms of Reference

#### TERMS OF REFERENCE

<b>Location</b>	Fiji (Suva) and Home Based
<b>Application deadline</b>	10 November 2017
<b>Type of Contract</b>	Individual Contractor
<b>Post Level</b>	International Consultant
<b>Languages required:</b>	English
<b>Duration of Initial Contract:</b>	30 days (10 days in Fiji and 20 days Home Based) over 3 months
<b>Title:</b>	Mid-Term Evaluation – REACH Project

#### BACKGROUND AND CONTEXT

Strengthening access to justice, rule of law and promoting human rights are cornerstones of UNDP's work to achieve sustainable human development. The UNDP Pacific Office in Fiji is implementing projects as part of an overall programme in these areas including the *Rights, Empowerment and Cohesion for rural and urban Fijians Project* ('the Project') promotes peace building, social cohesion and inclusiveness through awareness of rights, access to services and institutional capacity building in Fiji. The full details of the Project including purpose, objectives, beneficiaries, funding arrangements, time frame, duration geographic context, key partners, project results and case studies are available at [The Rights, Empowerment and Cohesion \(REACH\) for Rural and Urban Fijians Project](#)

#### DUTIES AND RESPONSIBILITIES OF EVALUATION

##### Evaluation Purpose

The objective of the mid-term review is to assess operational aspects, such as project management and implementation of activities and also the extent to which objectives are being fulfilled. The review will assess project performance and the implementation of planned project activities and planned outputs against actual results. It will focus on corrective actions needed for the project to achieve maximum results and also to make recommendations for the scope and nature for the continuation of the Project beyond December 2018. The evaluation is also to assess the extent of the Project's commitment to the human development approach and how effectively equality and gender mainstreaming have been incorporated in the design and execution of the Project. The results of the mid-term evaluation will be used by stakeholders to improve Project implementation during 2018 and to design any subsequent follow on project.

##### Evaluation Scope and Objectives

The evaluation is to cover all activities under the Project since Project commencement, including:

- Relevance: Evaluate the relevance of activities and the process in planning and designing the activities for the expected outputs;
- Efficiency: Evaluate the efficiency of project implementation, the quality of the results achieved and any time/political constraints during implementation period;
- Effectiveness: Conduct an assessment of how assumptions have affected project

- achievements and the subsequent management decisions vis-à-vis the cost effectiveness of implementation; to what extent the project outputs have been effectively achieved;
- Impact: Evaluate the likeliness of impact of the project on its wider environment and its contribution to the wider sectoral objectives summarized in the projects' overall objectives;
- Sustainability: Assess the sustainability of results with specific focus on national capacity and ownership of the process.

**Evaluation Questions, which will be further refined at the commencement of the evaluation with stakeholders and evaluator, will include:**

- Is the Project on track to achieve the stated outputs
- What progress towards the outcomes have been made
- What factors have contributed to the status of achieving or not achieving intended outputs
- To what extent has UNDP assistance contributed to outputs
- Has the UNDP partnership strategy been appropriate and effective
- What factors are contributing to effectiveness or ineffectiveness
- What are the quality of the outputs produced thus far
- What is the appropriateness of the Project approach
- Challenges and constraints to the implementation of the Project
- How has the Project sought to strengthen the application of the rights-based approach and mainstreaming of gender
- Are there any follow-up actions to be taken or any necessary adjustments, including if indicated the reorientation of the Project
- What are the key potential components, necessity and expected outputs for a follow on Project.

### **Methodology**

During the evaluation, the following methods may be used for data collection and analysis:

- Desk review of relevant documents and materials, including mission reports and all collected data
- Discussions with the Project team
- Interviews with Project partners, other stakeholders and with groups and individuals who have participated directly in the project activities
- Consultation with a wide range of stakeholders to ascertain their views on the project's value including electronic survey where face to face consultations may not be possible
- Facilitation of group consultations and field visits in Fiji where feasible
- Present to the project team the initial evaluation findings
- Produce a first draft of the mid-term evaluation report

- Produce a final report based on the feedback received from the project
- Undertake in accordance with UNDP Handbook on Planning, Monitoring and Evaluating for Development Results <http://web.undp.org/evaluation/guidance.shtml#handbook>

### **Expected Outputs and Deliverables**

- Deliverable 1. Evaluation Inception Report – To detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered. The Inception Report should include a proposed schedule of tasks, and activities and deliverables. Estimated duration to complete: 7 working days home based and 3 working days in country. Target due date: 15 January 2018. Programme Manager to certify completion of the deliverable.
- Deliverable 2. Mission and Mission Debriefing – to be undertaken over 7 working days in country meetings with stakeholders and beneficiaries. Debrief to be undertaken at end of mission. Target due date: 23 January 2018. Programme Manager to certify completion of the deliverable.
- Deliverable 3. Draft Evaluation Report – to be completed after in country mission and in country debrief, and provided in a word document electronically, with Skype discussions as required, and . Estimated duration to complete: 5 working days, home based. Target due date: 11 February 2018.<sup>93</sup> Programme Manager to certify completion of the deliverable, which includes review against UNEG Quality Checklist for Evaluation Results <http://www.unevaluation.org/document/detail/607>
- Deliverable 4. Final Evaluation Report – to be completed within 10 days after feedback provided from UNDP<sup>94</sup>. Estimated duration to complete: 5 working days, home based. Target due date: 9 March 2018. Programme Manager to certify completion of the deliverable.

### **Institutional (Implementation) Arrangement**

- This is a consultancy managed by UNDP Pacific Office in Suva. The consultant will report to the Programme Manager, Access to Justice, Rule of Law and Human Rights.
- The evaluator will interact with the Project team and stakeholders and beneficiaries in the course of conducting the evaluation.
- The project will be able to provide work space at UNDP office in Suva, and support personnel for arrangements and conduct of meetings.
- In accordance with an agreed plan the costs for meetings and group discussions with beneficiaries in Fiji will be covered by UNDP.
- All materials developed relating to the assignment will officially be submitted to the UNDP Pacific Office in Suva.

### **Duration of the Work (Time Frame)**

- The expected duration of work is 30 days. Due to the extensive amount of Project documentation available there are 10 days home based prior to mission to Fiji, then 10 days in country in Fiji, and

<sup>93</sup> Revised date: 11 February 2018, see e-mail 11 January, 2018

<sup>94</sup> Feedback UNDP received 27 February, 2018

10 days home based producing the report. The Final Evaluation Report is due 9 March, 2018.

#### Duty Station

- The consultancy involves home based work and work in Suva, Fiji.
- It is planned that during the mission in Fiji, there will be travel to communities where the Project has conducted activities.

#### Evaluation Ethics and Code of Conduct

- Evaluations in UNDP are to be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' Detail of UNEG Ethical Guidelines <http://www.unevaluation.org/document/detail/102>
- The Evaluator will be required to read, understand and sign the 'Code of Conduct for Evaluators in the UN System'. <http://www.unevaluation.org/document/detail/100>

### COMPETENCIES

Corporate Responsibility & teamwork:	<ul style="list-style-type: none"> <li>• Serves and promotes the vision, mission, values, and strategic goals of the United Nations</li> <li>• Plans, prioritizes, and delivers tasks on time</li> <li>• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</li> <li>• Treats all people fairly without favoritism</li> </ul>
People Skills:	<ul style="list-style-type: none"> <li>• Ability to interact and to establish and maintain effective and harmonious working relations both as a team member with people of different national and cultural backgrounds.</li> <li>• Proven leadership skills and ability to motivate team members of different backgrounds and in different locations.</li> <li>• Ability to work under high pressure.</li> <li>• High degree of cultural competence</li> </ul>
Partnering & Networking:	<ul style="list-style-type: none"> <li>• Seeks and applies knowledge, information, and best practices from within and outside the UN</li> </ul>
Innovation & Judgment:	<ul style="list-style-type: none"> <li>• Discretion, diplomacy and sound judgment in a politically sensitive environment.</li> <li>• Excellent organizational, coordination and interpersonal skills.</li> </ul>
Communication:	<ul style="list-style-type: none"> <li>• Excellent communication (spoken and written) skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear, concise style and to deliver presentations to external audiences, including audiences unfamiliar with the technical aspects of the topic.</li> </ul>
Job Knowledge & Expertise:	<ul style="list-style-type: none"> <li>• <b>At least 5 years of relevant work experience</b> in the evaluation of international development programming particularly of evaluating projects related to peacebuilding, access to justice or human rights activities</li> <li>• <b>At least 5 years of experience in the designing of peacebuilding, access to justice or human rights programmes</b></li> </ul>



	<ul style="list-style-type: none"> <li>• Proven expertise in consulting with and taking into account views of large number of stakeholders</li> <li>• Executes day-to-day tasks systematically &amp; efficiently</li> <li>• Uses Information Technology effectively as a tool and resource</li> </ul>
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## REQUIRED SKILLS AND EXPERIENCE

Education:	<ul style="list-style-type: none"> <li>• Advanced degree in social sciences, political sciences, peace and conflict studies, international development, law or equivalent;</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Proven track record undertaking evaluation of international development programming particularly of evaluating peacebuilding, access to justice or human rights activities</li> <li>• Familiarity with Theory of Change approaches in programme design and evaluation</li> <li>• Excellent knowledge of using participatory methodology, gender and conflict-sensitive approaches</li> </ul>
Language requirements:	<ul style="list-style-type: none"> <li>• Proficiency in English. Excellent analytical, writing and report drafting skills</li> </ul>

### Price Proposal and Schedule of Payments

Consultant must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

- Deliverable 1. Evaluation Inception Report: 10% of total contract amount
- Deliverable 2. Mission and Mission Debriefing: 40% of total contract amount
- Deliverable 3. Draft Evaluation Report: 30% of total contract amount
- Deliverable 4. Final Evaluation Report: 20% of total contract amount

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

### Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology of **Cumulative analysis**. The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%) and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the

assignment.

**Technical Criteria for Evaluation (Maximum 70 points)**

- Criteria 1. Relevance of Education – Max 10 points
- Criteria 2, Relevance of experience in area of specialization to conduct evaluations – Max 30 points
- Criteria 3. Relevance of experience in key areas of human rights and gender – Max 30 points

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

**Documentation required**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document** as the application only allows to upload maximum one document:

- **Letter of Confirmation of Interest and Availability** using the template provided in Annex II.
- **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment to be provided under Deliverable 1.
- **Financial proposal**, as per template provided in Annex II. Note: National consultants must quote prices in United States Dollars (USD).

Incomplete proposals may not be considered.

**Annexes**

- Annex I - [Individual IC General Terms and Conditions](#)
- Annex II – [Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](#)

For any clarification regarding this assignment please write to [xxx.xxxx@undp.org](mailto:xxx.xxxx@undp.org)

## Annex 2: List of documents provided

### REACH – DOCUMENTS

No.	Title
1.	Concept Note sent to Govt of Japan
2.	Donor Agreement
3.	Project Document
4.	Local Project Approval Committee (LPAC) Minutes
5.	REACH presentation at LPAC
6.	Supplement to the Project Document
7.	Project Board Minutes 2015
8.	Project Board Minutes 2017
9.	Inception Report 2015
10.	Annual Report 2016
11.	Results update 31 December 2017
12.	Signed AWP 2015
13.	Signed AWP 2016
14.	Signed AWP 2017
15.	Event Report – Women’s Expo 2015
16.	Event Report – Women’s Expo 2017
17.	Event Report – Bus Launch 2017
18.	Options Paper 2015 – Selection of Vehicle
19.	Lessons Learned Workshop 2015
20.	Lessons Learned Workshop 2017
21.	Workshop Report –Awareness Raising Skills (BTOR) – January 2016
22.	Workshop Report – Legal Aid Commission Strategic Plan (BTOR) – April 2016
23.	Legal Aid Commission Strategic Plan – draft version October 2017
24.	Internal Monitoring Report– November 2015
25.	Internal Monitoring Report – May 2017
26.	Internal Monitoring Report– May 2017
27.	Internal Monitoring Report - December 2017
28.	Data Summary
29.	Data full spreadsheets
30.	BTOR for REACH mission - example
31.	BTOR for REACH mission - example
32.	BTOR for REACH mission - example
33.	BTOR for REACH mission – example
34.	BTOR for REACH mission – example
35.	BTOR for REACH mission – example (Rotuma)
36.	Output 2 – Innovation – Concept Note May 2017
37.	Output 2 – Innovation – Implementation Agreement October 2017
38.	Output 2 – Innovation – Implementation Plan December 2017
39.	Output 2 – Innovation – Mission Report December 2017
40.	Staffing Structure
41.	Project Stories published on UNDP Website
42.	Project Brochure (2017 version)
43.	Project Fast Facts (2017 version)
44.	Internal Monitoring Report - September 2017
45.	BTOR for REACH mission – example (Kadavu)
46.	Lists of Missions Undertaken 2015-2017
47.	Map of Ministry & LAC Locations

48.	Summary on Gender Equality
49.	PSC General Orders 2011 (current financial regulation for all civil servants)
50.	CSRMU Memo 2017 (details of meal allowance now being FJD 20)
51.	BTOR for REACH mission – example (Kadavu 2016)
52.	UNDP Strategic Plan, 2014-2017
53.	UNDP Sub-Regional Programme Document for Pacific Island Countries and Territories (2013-2017)
54.	UNDP Strategic Plan, 2018-2021
55.	UNDP Sub-Regional Programme Document for Pacific Island Countries and Territories (2018-2022)
56.	5-Year and 20-Year National Development Plan “Transforming Fiji” (Nov 17)
57.	Start to Finish Service Delivery Tracker – Foundations for the Pilot
58.	Fiji Access to Justice – report on Advocacy for Human Rights Day (synergies with REACH)
59.	REACH Toolkit
60.	BTOR Example – Northern Division Aug 15
61.	BTOR Example – Northern Division Sep 15
62.	Buses – Transfer of Title – signed forms
63.	Buses – Transfer of Title - letter
64.	Draft Phase II Outline for REACH
65.	Start to Finish Service Delivery Tracker – Visual Representation
66.	REACH brochures banners 2015-2017
67.	Fiji A2J Project - Access to Justice Assessment Terms of Reference (final)
68.	Integrated Results and Resources Framework of UNDP Strategic Plan
69.	26 Jan 18 REACH Results and Resources Framework 2018 V2
70.	Project REACH - Project Manager Briefing (15 Feb18 Meeting)
71.	BTORs and ToR from Mid-Term Evaluation
72.	REACH - Briefing on Mid-Term Review with stakeholders (22 Jan 18)

## Annex 3: Mission Schedule



### **RIGHTS, EMPOWERMENT AND COHESION (REACH) FOR RURAL AND URBAN FIJIANS**

**Date:** 10 Jan to 25 Jan 2017  
**Venue:** Fiji  
**Purpose:** Proposed schedule of consultations for the REACH MTR  
**Consultant:** Ms. Welmoed Koekebakker  
**Office Space:** Wantok Room, Level 7, UNDP Pacific Office in Fiji.  
**Focal point:** Mr. Tevita Dawai

Day & Dates	Time	Meeting with or Mission to: In final version please include full name position of all people I meet	Purpose, Main responsibility in programme, issues to be discussed
Wed 10 Jan 2018	9:30am to 10:00am	UN RC & UNDP RR, Ms. Osnat Lubrani	Courtesy meeting with UN RC and UNDP RR (Project Partner)
	10:05am to 11:30am	Effective Governance, Team Leader, Mr. Dyfan Jones and REACH Team. Briefing by the Programme Manager, Christine Fowler – presentation on the REACH Project as off 31 Dec 2017	Meet with Project Partner – to discuss overall project implementation and current results achieved so far.
	11:35am to 1:30pm	Ms. Selai Korovusere, Director Women, Ministry of Women, Children & Poverty Alleviation	To discuss National Women Expo held in Suva on 12, 14 to 16 June 2017. The event was partly funded by REACH given that the event targeted women from the Rural/Maritime areas.
	1:30pm to 2pm	Lunch	
	2pm to 4pm	Mr. Shahin Ali, Acting Director Legal Aid	Meet with Project Partner – to discuss the project implementation from Legal Aid Commission perspective in terms: number of client received, following up of request made from outreach mission with REACH, etc....
	4pm to 5:30pm	Mr. Ashwin Raj, Director FHRADC	Meet with a key Stakeholder to discuss the project implementation from Fiji Human Rights Anti-Discrimination Commission perspective in terms: human rights cases, human rights clarification made during outreach mission with REACH, etc....
		Sleepover – Suva	
Thur 11 Jan 2018	9am to 10am	Mr. Luke Moroivalu, Commissioner Eastern Division	Meeting with Commissioner Eastern Division - to discuss the

			REACH mission to the Eastern
	10am to 11am	Free	Free
	11am to 1pm	Mr. Rupeni Fatiaki, Director Social Welfare, Ministry of Women, Children and Poverty Alleviation	Rotuma REACH Mission (isolated island in Fiji) and Start to Finish Tracker
	1pm to 2pm	Lunch	
	2pm to 3pm	Free	Free
	3pm to 4pm	Kadavu REACH Team Pre-Mission Briefing	To evaluate the pre-briefing session for the Kadavu REACH Team led by REACH Project Coordinator Akuila Sovanivalu
	4pm to 5pm	Back at UNDP Office – work from office	To capture all the notes from the meeting for the day.
		Sleepover in Suva	
Friday, 12 Jan 2018	9am to 11am	Ms. Makereta Sotutu and Ms. Kinisimere Yalimaiwai, Birth Death Marriage (BDM) Department.	To discuss with BDM the SWOT for being a new stakeholder in the REACH missions to rural/isolated parts of Fiji.
	11:10am to 1pm	Meeting with Mr. Emosi Uluilakeba, Fiji Police Force	Meeting with Fiji Police Force to discuss actual REACH mission with a police officer that have attended
	1pm to 2pm	Lunch	
	2pm to 3:45pm	Mr. Filipe Nayacalevu, Fiji REACH Govt Focal Point based at Ministry of Women Children and Poverty Alleviation	Meet with Fiji REACH Govt Focal Point to discuss the coordination of the REACH Mission within Ministry of Women, Children and Women with project partners.
	4pm to 5:30pm	Dr. Josefa Koroivueta, PS Women, Children, and Poverty Alleviation.	To discuss the overall implementation of the project from 2015 to 2017. Issues of implementation from the Ministry of Women, Children and Poverty Alleviation perspective
Saturday, 15 Jan 2018		REACH MTR Consultant Travel to Kadavu	Prep for mission and compile week one findings.
Sunday, 14 Jan 2018		Travel to Kadavu by air via Nadi Airport Sleepover at Kadavu	
Mon, 15 Jan 2018	9am to 10am	Travel Vunisea to Naqalotu Village	Prepare for Kadavu REACH mission
	10:15am to 2pm	REACH Awareness Raising and Service Delivery at Naqalotu Village.	To evaluate the REACH Mobile Awareness Raising and Service Delivery – <b>travel by Sea</b>
	3pm to 6pm	REACH Mission at Tavuki Village	To evaluate the REACH Mobile Awareness Raising and Service Delivery – <b>travel by Land</b>
		Sleepover – Kadavu (Adi's Place)	
Tues, 16 Jan 2018	9am to 10am	Meeting with key stakeholders in Vunisea Govt Station	Meeting with the Provincial Administrator of Kadavu
	10am to 11am	Welfare Officer based in Kadavu	To discuss the challenges of working in the maritime zone in Fiji especially Kadavu

	12:15pm to 2pm	Boarding and return flight to Nadi	Arrive in Nadi and travel by road to Lautoka. Check-in at Waterfront.
	2pm to 3pm	Travel to Lautoka	
	3pm to 5pm	Free	Free
	6pm to 8pm	REACH Mission Nasolo Village, Ba	To revisit a REACH Mission site, predominately Indo Fijian Community – using the <b>REACH Bus and undertake a REACH awareness raising and mobile service delivery.</b>
		Sleepover – Lautoka Waterfront	
Wed, 17 Jan 2018	9am – 10am	Meeting with Meeting with Commissioner Western Division, Mr. Manasa Tagicakibau	Meeting with Commissioner Western Division
	10:15 am to 12pm	Freee	
	12pm to 1pm	Travel back to Commissioner Western Office	Travel time from Ba to Lautoka is about 1 hours
	1pm to 2pm	Lunch	
	2pm to 4pm	Meeting with LAC Head of Office, Ms. Litiana VolauLautoka	To discuss REACH mission to the western division specifically focusing on the role of LAC – lawyers.
	4pm to 5:30pm	Free	Free
	6pm to 8pm	REACH Mission to Drasa Settlement (Indo-Fijian).	To visit a REACH Mission – using the <b>REACH Bus and undertake a REACH awareness raising and mobile service delivery.</b>
		Sleepover in Lautoka – Waterfront Hotel	
	9:15 to 11:15am	Meeting with Principle Welfare Officer, Western Division, Samuela Waqairamasi	To discuss REACH mission to the western division specifically focusing issues of delivery welfare assistance in the Western Division.
	11:15am to 1pm	Meeting with Senior Women Interest Officer, Ms. Makereta Naisau.	To discuss REACH mission to the western division with specific focus on women empowerment in business and GBV.
Thurs, 18 Jan 2018	1pm to 2pm	Lunch	
	2pm to 5pm	Travel back to Suva through Kings Road, proposed one on one meeting with several key stakeholders in Ba and Ra  <b>Meeting appointment with Veremo (Welfare Officer Rakirak Ra)</b>	Propose to stopover and meet some Indo-Fijians and iTaukei that have received services from REACH in the corridor of Rakiraki Town to Suva City. REACH shot a REACH document in one of the farms close to Rakiraki Town. Issues to discuss is the service received and the turnaround time.
	5pm to 7pm	Travel to Back Suva	Travel back Suva City by <b>4WD vehicle.</b>

Fri, 19 Jan 2018	9am to 11am	Meeting with Christine Fowler	To discuss further on outstanding issues relating to REACH Project.
	11am to 12pm	Meeting with Embassy of Japan in Fiji	Project Partner
	1pm to 2pm	Lunch	
	2:15pm to 5pm	Comply findings of mission	At UNDP Office, Suva
Sat, 20 Jan 2018		Compilation of findings	
Sun, 21 Jan 2018		Rest - Suva	
Mon, 22 Jan 2018	9am to 10am	Ms. Ria Sen, Reporting and Communications Specialist, Access to Justice Rule of Law and Human Rights	To discuss the Start to Finish (S2F) innovative initiative of REACH for tracking of Poverty Benefit Scheme (PBS) application processing.
	10:15am to 11am	Meeting with Salesi, Akuila and Tev	To discuss with the REACH Coordinators the overall organization of REACH Awareness raising and Service delivery at village level.
	3pm to 4pm	Meeting with Mr. Bakhodir UNDP Country Director, Pacific Office.	To discuss UNDP view of Fiji REACH Project has a flagship project for UNDP in Fiji and views of duplicating REACH to other Pacific Office.
	4pm to 5:30pm	Meeting with Tomoko	To discuss overall REACH project implementation with focus on project reporting, and visibility
Tues, 23 Jan 2018	9am to 10am	Debriefing with UNDP only	To de-brief with UNDP project team and Effective Governance Team leader.
	10am to 1pm	Overall debrief with other key stakeholders	To debrief with overall key stakeholders on REACH Project with a lunch. 1. Embassy of Japan, 2. Ministry of Women, Children, & Poverty Alleviation – MWCPA 3. Legal Aid Commission – LAC 4. Fiji Human Rights and Anti-Discrimination Commission – FHRADC
Wed, 24 Jan 2018	9am to 3pm	REACH Mission to Interior of Vitilevu (Nakavika Village)	REACH Mission to an isolated interior Vitilevu, in the Central Division – <b>use of 4WD vehicle</b>



## Annex 4: List of persons consulted and FGDs

### REACH Mid-Term Evaluation - List of persons consulted and FGDs

REACH Mid-Term Evaluation – persons consulted		
	Institution	Number of persons consulted
1	UNDP	16
2	Embassy of Japan in Fiji	2
3	Ministry of Women, Children, and Poverty Alleviation, Department of Social Welfare and Department of Women	17
4	Legal Aid Commission	5
5	Fiji Human Rights and Anti Discrimination Commission	3
6	Ministry of Justice, Registrar of Births, Deaths and Marriages	4
7	Fiji Police Force	1
8	Ministry of Education	1
9	Representatives of the Government of Fiji / Local Authorities	5
10	REACH Beneficiaries	14
11	REACH beneficiaries - FGDs	25
	<b>Total number of persons consulted</b>	<b>93</b>

#### UNDP

- Ms. Osnat Lubrani, UN Resident Coordinator & UNDP Resident Representative
- Mr. Bakhodir Burkhanov, UNDP Country Director, Head of Pacific Regional Policy & Programme
- Mr. Dyfan Jones, UNDP Team Leader, Effective Governance & Parliamentary Development Specialist
- Ms. Christine Fowler, Programme Manager, Access to Justice, Rule of Law and Human Rights Effective Governance Team, REACH Programme Manager
- Mr. Andrew Harrington, Access to Justice Specialist, UNDP
- Mr. Tevita Dawai, REACH Deputy Project Manager,
- Mr. Akuila Sovanivalu, REACH Senior Coordinator
- Mr. Salesi Savu, REACH Project Officer Training, Research and Coordination
- Ms. Tomoko Kashiwazaki, Communications Specialist
- Ms. Debra Williams, Finance and Administrative Assistant
- Mr. Joeli Uluinayau, Graphics Designer and Advocacy Associate
- Mr. Viliame Vocevuka, Data Analyst
- Ms. Merewalesi Vodo, Programme Assistant
- Ms. Milika Aisake, Programme Assistant
- Ms. Adarshana Narayan, Programme Finance Associate, Access to Justice, Rule of Law and Human Rights
- Ms. Ria Sen, Reporting and Communications Specialist, Access to Justice, Rule of Law and Human Rights

#### Embassy of Japan in Fiji

- Mr. Genta Yamada, First Secretary of the Embassy of Japan in Fiji
- Mr. Peni Saurara, Economic Research & Aid Coordinator

#### Ministry of Women, Children, and Poverty Alleviation, Department of Social Welfare and Department of Women

- Dr. Josefa Koroivueta, Permanent Secretary, Ministry of Women, Children, and Poverty Alleviation
- Mr. Rupeni Fatiaki, Director Social Welfare, Ministry of Women, Children and Poverty Alleviation
- Ms. Selai Fay Cama Korovusere, Director Women, Department of Women, Ministry of Women, Children and Poverty Alleviation
- Mr. Filipe Nayacalevu, Fiji REACH Government Focal Point, Ministry of Women Children and Poverty Alleviation
- Mr. Samuela Waqairamasi, Principle Welfare Officer, Department of Social Welfare, Western Division, Ministry of Women, Children and Poverty Alleviation
- Ms. Makereta Naisau, Senior Women Interest Officer, Lautoka, Ministry of Women Children and Poverty Alleviation
- Ms. S Rauluni, Acting Senior Welfare Officer (Southwest), Ministry of Women Children and Poverty Alleviation
- Mr. Vilimoni, Social Welfare programme, Department of Women, Ministry of Women, Children and Poverty Alleviation, based in Vunisea
- Ms. Emily Kamoe, Department of Women, Ministry of Women, Children and Poverty Alleviation, Team Leader, Field Officers Eastern Division
- Mr. Ilisoni Qavasavu, Ministry of Women, Children and Poverty Alleviation
- Ms. Maria Cagimaivei, Social Welfare Officer, Ministry of Women, Children, and Poverty Alleviation
- Ms. Paolina, Dept of Women, Ministry of Women, Children, and Poverty Alleviation
- Ms. Alfreda Vakarewakobau, Social Welfare Officer, Navua, Ministry of Women, Children, and Poverty Alleviation (REACH mission, Interior of Vitilevu, Nakavika Village)
- Mr. Tevita Bola and Mr. Marika Yalimaiwai, Bus drivers, REACH project, Ministry of Women, Children, and Poverty Alleviation
- Ms. Leela Naicker Singh, Social Welfare Officer, Lautoka office, Ministry of Women, Children, and Poverty Alleviation
- Mr. Veremo Muria, Welfare Officer Rakirak Ra, Ministry of Women, Children, and Poverty Alleviation

#### **Legal Aid Commission**

- Mr. Shahin Rafique Ali, Acting Director, Legal Aid Commission
- Mr. Seremaia Wagainabete, Dep. Director, Legal Aid Commission
- Mr. Mohamed Zaid, Legal Aid Commission Nadi
- Ms. Litiana Volau, Head of Office, Legal Aid Commission Lautoka
- Ms. Keli Vulimainadave, Lawyer, Legal Aid Commission Lautoka

#### **Fiji Human Rights and Anti Discrimination Commission**

- Mr. Ashwin Raj, Director, Fiji Human Rights and Anti Discrimination Commission
- Ms. Sarita Kashyap, Fiji Human Rights and Anti Discrimination Commission
- Ms. Mithleshni, Fiji Human Rights and Anti Discrimination Commission

#### **Ministry of Justice, Registrar of Births, Deaths and Marriages**

- Ms. Makereta Sotutu, Registrar of Births, Deaths and Marriages (BDM)
- Ms. Kinisimere Yalimaiwai, Registrar of Births, Deaths and Marriages (BDM)
- Ms. Jokaveti Rogadi, Registrar of Births, Deaths and Marriages (BDM)
- Mr. Kesa, Registrar of Births, Deaths and Marriages (BDM)

#### **Fiji Police Force**

- Mr. Emosi Uluilakeba, Sergeant, Fiji Police Force, Community Policing HQ

#### **Ministry of Education:**

- Mr. Tevita Seru, Education officer, Vunisea

#### **Representatives of the Government of Fiji / Local Authorities**

- Mr. Luke Morivalu, Commissioner Eastern Division
- Mr. Joji Satakala, Divisional Planning Officer, Western Division
- Mr. Isimeli Tuivaga, District Officer, Vunisea, Kadavu
- Mr. Kalivate, Roko, Village Nasolo, Western Division
- Mr. Elisa Joshua, Assistant DO Lautoka

**Other:**

- Mr. Sitireni Yanutawa, Fiji National Council of Disabled Persons, outreach programme, Kadavu, involved in REACH

**REACH Beneficiaries:**

*(Please note: beneficiary names have been deleted in view of personal data protection)*

- Kadavu, Naqalotu: Ms. x, leader of Women's group Naqalotu (name available)
- Kadavu, Naqalotu: Ms. x, Public Health Nurse (name available)
- Kadavu, Naqalotu: Mr. x, beneficiary (name available)
- Kadavu, Tavuki: Ms. x, leader of iTaukei women's organisation Soqo Wakamarama, beneficiary Women's Expo (name available)
- Kadavu, Tavuki: Ms. x (name available)
- Kadavu, Tavuki: Ms x and Mr x from village Nukunuku, married - REACH project in Tavuki (names available)
- FGD 4: Kadavu, Naqalotu: 4 women, age group 62-70, single (names available)
- FGD 5: Kadavu, Naqalotu: 4 women, age group 20-34 (names available)
- FGD 6: Kadavu, Tavuki: 5 participants to the marriage of x from Nukunuku village, (names available)
- FDG 7: Village Nasolo, Western Division: 3 women, age group 35-50, (names available)
- Western Division: Mr. x, beneficiary, REACH programme, Saru MGM school (name available)
- Drasa village, Western Division: beneficiary Ms x, Drasa (name available)
- Drasa village, Western Division: beneficiary Ms x, secretary of the community council of Vanuakula, Melanesian Association for Development (name available) (name available)
- Drasa village, Western Division: Ms x, women's group "Kula", beneficiary, (name available)
- Drasa village, Western Division: Ms x, beneficiary, age group over 80, (name available)
- Drasa village, Western Division: Ms x, beneficiary, single mother (name available)
- Drasa village, Western Division: Ms x, age group over 70, beneficiary (name available)
- Western Division: Matbani village: beneficiary x (name available)
- FGD 8: Interior of Vitilevu, Nakavika Village, 26 women (names available).

**List of Focus Group Discussions**

1. FGD1: Kadavu, REACH Team, 4 members, 3 female, 1 male
2. FGD 2: Drasa village. REACH team, 11 members, 6 women, 5 men
3. FGD 3: Suva, REACH team, 3 members, male, DPM and 2 coordinators.
4. FGD 4: Kadavu, Naqalotu: 4 women, age group 62-70, single (names available).
5. FGD 5: Kadavu, Naqalotu: 4 women, age group 20-34 (names available).
6. FGD 6: Kadavu, Tavuki: all participants to the marriage of x from Nukunuku village, (names available).
7. FDG 7: Village Nasolo, Western Division: 3 women, age group 35-50 (names available).
8. FGD 8: Interior of Vitilevu, Nakavika Village, 26 women, different age groups (names available).

## **Annex 5: List of Surveys**

### **Survey 1, Kadavu, 16 January, 2018**

Participants: 4 members (3 female, 1 male) of REACH Team mission to Kadavu, having participated in several REACH missions in remote villages.

Survey Questions:

1. What is, in your view, the most important contribution of REACH?
2. What is, in your view, the difference (added value) between the REACH outreach missions and other outreach approaches?
3. Please give one observation (example) of a successful result of the REACH project?
4. What could be better? What may be improved?
5. What could be better in terms of your own working conditions in the REACH project?
6. What is needed in view of sustainability of the REACH project? For a follow-on project?

### **Survey 2, Drasa, 17 January, 2018**

Participants: 11 members (6 women, 5 men) of REACH Team mission to Drasa, having participated in several REACH missions in remote villages. UNDP, MWCPA, LAC, Ast. DO.

Survey Questions:

1. What have you learned from being involved in REACH?
2. What have you learned from being involved in REACH in your professional capacity?
3. REACH: In what way, in your view, is the project different from other projects, outreach missions? What is special for REACH?

### **Survey 3, Suva, 22 January, 2018**

Participants: 3 member (3 men): REACH DPM and Coordinators

Survey Questions:

1. What do you see as a main challenge in really integrating a gender focus in the REACH missions at village level?
2. What do you see as possible solutions, steps forward, within your competence as a coordinator?

## Annex 6: REACH - Output Targets per year 2015-2018

REACH Output Targets per year 2015-2018 (abbreviated)						
Output 1		Indicator	2015	2016	2017	2018
	1.1	Pilot services and feasibility study on rural service delivery undertaken (2015 only)	Pilot conducted	-	-	-
	1.2	Number of Mobile Service Delivery Units in operation.		3 procured and handed over to government	3 in operation	3 in operation
	1.3	% of total nr of Districts in each Division in Fiji reached for awareness raising by joint mobile teams (disaggregated by Divisions).	25%	50%	50%	50%
	1.4	Number of people participating (disaggregated by sex) in awareness raising sessions conducted by joint teams undertaking mobile outreach services and % who indicate awareness has increased.	800	4000	4000	4000
	1.5	Nr of people (disaggregated by sex) provided with service delivery (disaggregated by institution delivering the service) by joint teams undertaking mobile outreach services.	500	2500	2500	2500
	1.6	Nr of participants in trainings related to gender awareness topics, strategic planning and awareness raising skills (disaggregated by sex).	100 (80 f-20 m)	100 (80 f-20 m)	100 (80 f-20 m)	100 (80 f-20 m)
	1.7	Nr of assessments, strategies, SOPs, Code of Conduct, communications products or systems that are gender responsive and meet human rights standards, developed or revised.	-	3	2	2
Output 2	2.1	Number of Reports with gendered analysis of data.		1 Legal Aid Capacity Assessment, research and	quarterly data / mission reports	quarterly data / mission reports

				TA		
	2.2	Number of Option Papers developed and accepted.			1 Option paper developed	Option paper discussed
	2.3	Number of Plans developed for conduct of a Pilot on issues as identified by stakeholders.			1	Pilot implemented
Output 3	3.1	Project managed effectively in accordance with UNDP Programme and Operations Policies and Procedures - Reporting, Board Meetings and Evaluations.	Staff recruited, regular updates, inception report, board meeting	Staff operating effectively, inception report accepted, board meetings, regular reporting to board	3 project staff trained, annual report, board meetings, MTE	Final project board meeting, final report, final project evaluation, project financially closed

Sources: 1) Results Framework in UNDP Supplement to Project document; 2) REACH Entry for Corporate Planning System Updated for End of Q 4, 2017, 9.1.2018; 3) Annual Report 2016; 4) Annual Work Plan 2017; 5) "REACH entries into ATLAS" (updated 9 Jan 18); REACH Results and Resources Framework 26 January 2018, document 69.

## Annex 7: REACH - Outputs and Activity Results (abbreviated)

	<b>REACH - Outputs and Activity Results (abbreviated)</b>
<b>1</b>	<b>Capacity Building for Peace Building and Social Cohesion on Democratic Governance, Access to Justice, Rule of Law, Human Rights and Gender Equality.</b>
1.1.	Service delivery for women, vulnerable groups through mobile units for awareness raising, legal advice, services
1.1.1	Mobile service delivery - pilot
1.1.2	Mobile service delivery- consultations
1.1.3	Bus - procurement
1.1.4	Technical advice to MWCPA to develop operational and financial support plan
1.1.5	Technical advice to MWCPA for mobile service delivery
1.2	CB for women/youth on peace-building, social cohesion, development issues. National and sub-national level
1.2.1	Training and awareness roadmap/plans for women's rights and A2J workshops and awareness activities
1.2.2	Communications, training materials, tool kits, presentation materials for joint team outreach services
1.2.3	Support to Fiji Women's National Expo focus on thematic issue related to gender equality
1.3	Support MWCPA with strategic planning, coordination with line ministries for coordinated service delivery
1.3.1	Strategic analysis, capacity assessment in MWCPA on peace building, social cohesion, democratic governance
1.3.2	Based on 1.3, targeted advisory support and equipment to the stakeholder
1.3.3	Linked to 1.3.2, create a mechanism for effective coordination, planning, monitoring and reporting
1.4	Strengthen capacity of LAC to improve access to justice in urban informal and rural communities
1.4.1	Training & capacity needs assessment of LAC; support to strategic planning.
1.4.2	Trainings for LAC officers (awareness raising skills, domestic violence, family law / best practice)
1.4.3	Awareness programmes for LAC services
<b>2</b>	<b>Research and Analysis for evidence based policy making to support access to justice, legal empowerment and gender equality.</b>
2.1	Analysis of service delivery data. Develop innovative practices on Awareness Raising, Service Delivery, data collection
2.1.1	Technical advice and analysis - LAC policies and capacities
2.1.2	Technical advice and research on LAC and women's A2J best practices for improved service and LA access
2.1.3	Analysis on data from outreach missions. Detailed quarterly summaries with analysis; short to be shared publically
2.1.4	Research/consultations for Options Paper - Innovative Awareness Raising, Service Delivery, Data Collection
2.2	Pilot, Innovative Service Delivery Model
2.2.1	Implementation Plan for Pilot, and implementation
<b>3</b>	<b>Project Management and effective Monitoring &amp; Evaluation (M&amp;E) is applied to enhance project results</b>
3.1	Project is managed effectively and key results achieved and reported
3.1.1	Project Board updated on Project Progress
3.1.2	Project Inception Report. Annual Progress Reports
3.1.3	Project Staff recruited, trained
3.1.4	Communications, Visibility
3.1.5	Project Operational Expenses
3.1.6	UNDP GMS
3.2	Independent Project Evaluations
3.2.1	MTE Results shared with stakeholders
3.2.2	MTE recommendations considered by Project Board and as appropriate incorporated into Results Framework
3.2.3	Final Project Evaluation; considered by Project Board
3.2.4	Miscellaneous

## Annex 8: REACH – MTE Assessment of Activity Results

Assessment of Activity Results		
Activity Result Nr.	Completed December 2017, yes/no	Comment
1.1.	done 2015	
1.1.1	done 2017	
1.1.2	done 2015, 2017	
1.1.3	done 2017	
1.1.4	partly done	Technical support to MWCPA for operational and financial planning (e.g., support in budget submission, REACH focal point done)
1.1.5	partly done	for mobile units. e.g. Lessons Learned workshop July 2017
1.2		
1.2.1	ongoing	Workshops and awareness through Women's Expo
1.1.2	done	Toolkit, banners
1.1.3	done	Women's Expo
1.3		
1.3.1	partly done	Strategic analysis and assessment of capacity in MWCPA in peace building, social cohesion and democratic governance
1.3.2	partly done	Targeted advisory support to stakeholder / MWCPA
1.3.3	done	Platform and effective mechanism for coordination created
1.4		
1.4.1	done 2015, 2017	
1.4.2	done 2015	
1.4.3	done	
2.1		
2.1.1	done	
2.1.2	done 2015, 2017	
2.1.3	partly done	Quantitative analysis done, "Outreach Achieved" and quarterly summaries disseminated; qualitative data (e.g., short stories, reports), qualitative analysis partly done
2.1.4	done	Options paper done
2.2		
2.2.1	done	and in progress
3.1		
3.1.1	done	
3.1.2	done	
3.1.3	done	
3.1.4	done	and ongoing
3.1.5	done	
3.1.6	done	
3.2		
3.2.1	ongoing	
3.2.2	upcoming	
3.2.3	upcoming	
3.2.4	upcoming	

Sources: Project documents including; Entry for Corporate Planning System; Annual Report 2016; Annual Work Plans 2016 and 2017; Interviews with Programme Management and REACH team members.



## Annex 9: Curriculum Vitae of the Evaluator

### CURRICULUM VITAE, SUMMARY

1. **Family name:** KOEKEBAKKER
2. **First names:** Welmoed Elizabeth
3. **Date of birth:** 21 December 1951
4. **Gender:** Female
5. **Nationality:** Dutch
6. **Country of Residence:** The Netherlands
7. **Email address:** [welmoedk@gmail.com](mailto:welmoedk@gmail.com)
8. **Education:** University of Amsterdam, the Netherlands, 1971-78, M.A. Social Anthropology, with Honour; Free University, Berlin, 1972-73, International Relations, Human Rights.
9. **Language skills:** English, Dutch, German, French, Bahasa Indonesia, Sranan Tongo.
10. **Membership of professional bodies (selection):** 2013-now Chair (COB), Huis De Pinto; 1993–1998 Chair (COB), Foundation against Trafficking in Women; 1976-1992 Chair (COB) Committee for Human Rights in Indonesia; 1976-1985, Founding member Committee for Human Rights in East Timor.
11. **Present position:** Independent consultant
12. **Key qualifications:**
  - Social Anthropologist, specialized in **Human Rights, Governance, Civil Society Development, Gender**
  - More than 35 years of professional experience,
  - 25 years experience in **advisory missions and evaluations**
  - 25 years experience in **project/programme management, capacity building, training, teaching,**
  - 20 years management of strategic support to **Civil Society Organisations**
  - 12 years academic lecturer on International Relations, Human Rights (University of Amsterdam, Dept. of International Relations and Public Law)
  - Used to situations of hardship
13. **Areas of specialisation:**
  - Human Rights, Governance, Supporting Democracy, Access to Justice
  - Civil Society Development, Capacity Building for CSOs
  - Peace Building, Conflict Transformation
  - Gender Mainstreaming
  - Evaluation Methodology, Outcome Assessment, Indicator development, Evaluation Quality Control
14. **Worked with:** European Union, UNDP, UNW, UNFPA, UNHCR, ILO, GIZ, DANIDA, Sida, Red Cross, Humanitarian organisations, Human Rights and Women's Rights organisations, Civil Society networks (ACP, Pacific Islands Forum Secretariat), Local Authorities, Donor organisations, Corporate sector, Universities,
15. **Regional Working Experience:** **Asia** (India, China incl. Tibet, Sri Lanka, Indonesia, Timor-Leste, Philippines, Pakistan, Afghanistan, Iran, Thailand, Myanmar, Bangladesh, Laos, Vietnam, Japan, Malaysia), **Central Asia** (Kazakhstan, Kyrgyzstan, Uzbekistan), European Neighbourhood (Armenia); **Africa:** (Sudan incl. Darfur, South Sudan, Ethiopia, Kenya, Burundi, Rwanda, Nigeria, Namibia, Tanzania, South Africa, Seychelles, Mauritius, Madagascar), **Middle East** (Israel, Occupied Palestinian Territory, Jordan, Syria, Iraq), **Caribbean** (Barbados, Surinam, Guyana, French Guyana), **Pacific** (Micronesia, Melanesia, Polynesia - Fiji, Papua New Guinea, Fed. States of Micronesia, Vanuatu, Solomon Islands, Samoa, Timor-Leste).

### 16. Professional experience (selection):

Date from - Date to	Location	For:	Position	Description
2017, Oct-Dec.	China	European Commission	Expert, Access to Justice, Human Rights	<b>Final Evaluation</b> of the China-EU Access to Justice Programme, implemented by the British Council in a consortium of European partners, in collaboration with the Ministry of Justice of China, aiming at an enhanced Legal Aid Law and Legal Aid Policy Framework and improved performance of Legal Aid provision for people in remote and inaccessible areas, especially disadvantaged groups.
2017, Dec.	Global	European Commission	Expert, Human Rights	<b>Assessment</b> , Proposals on 1: supporting Human Rights defenders in the context of land grabbing, climate change; 2: extra-judicial killings; 3: forced labour; 4: rights of persons with disabilities; 5: freedom of religion or belief.
2017, Sept	Fiji	European Commission	Expert, Governance	Results Oriented <b>Monitoring</b> - Grassroots Voices for Good Governance, implemented by FRIEND
2017, June	Armenia	European Commission	Expert, Civil Society	<b>Assessment</b> of Proposals on "Reinforcing Civil Society in Armenia".
2017, Mrch-April	Fiji, PNG, FS-Micronesia, Vanuatu	Pacific Islands Forum Secretariat	Team Leader, Civil Society Expert	<b>Mid-Term Evaluation</b> of the Non-State Actor Programme in the 16 Pacific Island States on strengthened State-NSA collaboration, enhanced NSA Regional policy development and strengthened institutional capacities. Field visits in Fiji, Papua New Guinea, Fed. States of Micronesia, Vanuatu.
2017, Febr	India	UTTHAN	Team Leader	<b>Capacity Building</b> for local Peace Building and Human Rights professionals in Gujarat.

2016, Nov	Fiji	UNDP	Expert - Civil Society	<b>Final Evaluation</b> - Strengthening Civic Education and Dialogues to Support Transition to Democracy and the Rule of Law in Fiji – SCEFI.
2016, Sept-Oct	India	European Commission	Expert, Access to Services, Vulnerable Groups	Results Oriented <b>Monitoring</b> , projects on accessing public schemes in backward districts – Democratic Participation: 1. Empowering people to access public schemes in backward districts of Karnataka–RLHP; 2. Public Schemes in Remote Districts of N-E India: Assam, Meghalaya, Nagaland, Manipur - ACTED.
2016, Mrch	Fiji	independent	independent	<b>Assessment of gaps in humanitarian assistance</b> for most vulnerable groups among survivors of Tropical Cyclone Winston, Fiji.
2016, Febr.	Fiji	UNDP, European Commission	Expert, Governance	Results Oriented <b>Monitoring</b> (ROM) - Strengthening Civic Education and Dialogues to Support Transition to Democracy and the Rule of Law in Fiji – SCEFI
2015 – 2016	Laos	European Commission	Team Leader	<b>Capacity Building</b> of Lao CSOs in proposal writing, managing EU contracts and Project Cycle Management: training, coaching. 4 missions.
2015, Nov- Dec	The Philippines	European Commission	Human Rights Expert	Results Oriented <b>Monitoring</b> , 3 Human Rights projects: 1) Protection HR Defenders /Fight Impunity: Medical Action Group (MAG)/Task Force Detainees; 2) Child Labor-Plantations, Mining: EILER; 3) Non-violent Society/Children PLAN. Missions to Mindanao, Samar, Cebu, Camarines-N.
2015, Aug.	Malaysia	European Commission	Civil Society Expert	<b>Capacity Building</b> of CSOs on project design, logframes, indicators, rights based approach, gender.
2004-2015	Global	European Commission	Human Rights Expert	<b>12 missions - Assessment</b> of Proposals in the context of the Call for Proposals, Human Rights
2014-2015	Timor-Leste	Search for Common Ground	Team Leader	<b>Final Evaluation</b> of the “Democracy and Development in Action through Media/Empowerment Project”; focus on Youth, Media, Conflict Prevention, Democratisation, Civil Society Capacity Building.
2014, Jan– Dec.	Timor-Leste	European Commission	Evaluation Expert	<b>Strategic Evaluation</b> of the EU Co-operation with Timor-Leste 2007-2014. Country Level Evaluation. Focal sectors: state building, Human Rights, aid modalities, sustainable development, EU internal coherence.
2014, June	Indonesia	Kemitraan	Governance Expert	<b>Capacity Building</b> : advocacy skills in the area of democracy, law and HR in Indonesian institutions.
2014, Jan.	Bangladesh	European Commission	Team Leader	<b>Assessment</b> of Proposals in the context of the Call for Proposals for the European Instrument for Democracy and Human Rights (EIDHR)
2013, May-Aug.	ACP: 79 countries	European Commission ACP	Evaluation expert	<b>Study</b> for the African, Caribbean and Pacific Group of States (ACP) on Civil Society networks in 79 ACP countries: Burundi, Rwanda, Nigeria, S-Africa, Namibia, Tanzania, Barbados, Samoa, NY, Brussels.
2012	Netherlands	Huis De Pinto	Chair of the Board	Writing a <b>Company Plan</b> for CSO Huis De Pinto. Including facilitation of participatory planning process.
2012, April-Oct.	Asia: 12 countries	Asian Human Rights Commission (AHRC)	Human Rights expert, Team Leader	<b>Multi-project/multi-country Evaluation</b> of 11 Human Rights programs in 12 countries, on HR Advocacy; HR Education; Torture Prevention; Defense of HR Defenders; Support for legal redress of victims of Human Rights Violations; Critical discourse on Rule of Law. Evaluation Report on 11 programmes in 12 countries. Separate Reports on Pakistan, China, The Philippines.
2012, Jan-Mrch	Seychelles, Mauritius	European Commission	Team Leader	Developing Logframe/Indicators for Seychelles <b>Governance/Human Rights Programming</b> . Training NSA/SA, writing a training Manual.
2011 Mrch	Afghanistan	Jagori	Team Leader	<b>Leadership training</b> for Afghan civil society women leaders, for Afghan Women’s Network, funded by GIZ
2004 - 2011	Gujarat, India	UTTHAN - Partnership on Peace and Human Rights	Team Leader	<b>8-Year Capacity Building Programme</b> (15 missions) on Peacebuilding, Human Rights, Gender Justice for a network of HR/Women’s Rights organisations in (Post)Conflict Gujarat. On Strategy Development, Action design, Access to Justice for survivors of violence, Conflict Transformation, Leadership training, Gender&Diversity, role of syncretic Culture, Safety&Security, M&E. Output: publications, film, 2 theatre productions, 8 Training Manuals.
2011	Netherlands	Nedworc	Evaluation Expert	Conducting a <b>workshop</b> on Evaluation Methodology, Outcome Assessment of HR/Gender programmes
2010, Sept-Nov	Philippines	Dignity (RCT) Denmark	Team Leader	<b>Evaluation</b> , “Torture Prevention and Rehabilitation” project by Balay and Rehabilitation and Research Centre for Torture Victims. Including Assessments in focus jails; Workshop for Human Rights stakeholders
Oct-Dec 2009	Sri Lanka, Hong Kong	Dignity (RCT) Denmark	Team Leader	<b>Evaluation</b> of “Prevention of Police Torture in Sri Lanka” project. Including training workshops in Sri Lanka, Hong Kong.
2008	Netherlands	University of Amsterdam	Lecturer	<b>Lecturing</b> on Post-Conflict Peace Building and Human Rights: The Role of NGOs
Oct – Dec 2008	Sudan	UNDP-Sudan	Expert on Gender and Governance	<b>Evaluation</b> of the Good Governance and Gender Equity in Political Participation in Post-Conflict Sudan Project (GGEPP). Including Capacity Building for women political Leaders in North-South Sudan.
Sep '08	Afghanistan	GIZ	Team Leader	<b>Capacity Building</b> for GIZ Gender Mainstreaming/Governance program

Nov-Dec. 2007	Sri Lanka	European Commission	Team Leader	Mid-Term <b>Evaluation</b> of 6 EIDHR supported Human Rights/Peacebuilding projects on Fostering a culture of HR, advancing equality, tolerance, peace.
Sept-Oct 2007	East Timor	UNDP-East Timor	Team Leader	<b>Evaluator</b> of the Conflict Reduction/Peace Building project in East Timor "Work for Peace" for ILO / UNDP / EU / Government of Timor-Leste.
Mrch. 2007	Sri Lanka	Netherlands Red Cross	Team Leader	<b>Evaluation</b> of the <b>Tsunami Rehabilitation Program</b> , incl. 1) housing reconstruction program, 2) livelihoods program, 3) capacity building program.
2007	India	Jagori	Trainer	<b>Training</b> Course on Women's Rights, Gender, Peace Building
2006, Nov-Dec	Indonesia: Nias, Aceh	Netherlands Red Cross	Team Leader	<b>Evaluation</b> of the Tsunami-&Earthquake Rehabilitation Program, incl. 1) housing reconstruction program, 2) livelihoods program, 3) capacity building.
2006, Jun-Dec	North-Darfur, Sudan	UNFPA	Expert Gender & Conflict	<b>Coordinator</b> of UN / NGO / AMIS strategies to prevent and respond to Gender Based Violence, and Human Rights Violations, North-Darfur.
2006, Febr.	India Kashmir	J&K CS Coalition	Team Leader	<b>Fact Finding Mission</b> on Human Rights Violations for Jammu & Kashmir Coalition for Civil Society
2005, July-Dec	Sudan	SALMMAH	Team Leader	<b>Capacity Building</b> on Strategic Planning, Human Rights, Governance for Sudanese women's organisations working on Violence Against Women
Mrch 2005	India	Jagori, Sangat	Trainer	<b>Trainer</b> on Women's Rights, Conflict, Human Rights, Peace, for representatives of Asian HR organisations.
2005	Laos	ZOA Refugee Care	Team Leader	<b>Impact Assessment</b> , Refugee Rehabilitation Programme, Luang Namtha/Xieng Khouang, Minority Rights.
2004	Netherlands	IIV	Team Leader	<b>Author</b> , Report: 10 years Netherlands Gender Equality Policy, 1995-2005
2004	India	Jagori	Expert, HR	<b>Conference organising/facilitation</b> : on Violent Conflict, Women's Rights.
2003	Iraq	CORDAID	HR Expert	<b>Project Identification, Needs assessment</b> of Arab/Kurdish displaced people, Staff training, Setting up a Post-Conflict Rehabilitation Program.
Jan-Feb 2003	Northern Iraq	CORDAID	Team Leader	<b>Contingency Planning, Capacity building</b> on emergency preparedness for local authorities, UN, NGOs. Needs assessment in refugee camps.
2001	Thailand, Myanmar	UNHCR	Team Leader	<b>Study</b> on gaps in protection of Burmese refugees/vulnerable groups, in 10 refugee camps. <b>Training</b> for refugee organizations on Human / Minority Rights
1999-2000	Sudan, Ethiopia	Min. of Foreign Affairs, NL	Supervisor	<b>Action research/capacity building</b> in 7 countries on the cultural/religious resources Muslim women use to access reproductive Rights and Rights to education. 8 missions to Sudan and Ethiopia.
2000	India	MOFA, NL	Supervisor	<b>Action research/ capacity building</b> on Gender, Citizenship, Governance, in 9 countries in south Asia/southern Africa. Supervision, conference organizing.
1999	India	DANIDA	Evaluator	<b>Evaluation</b> of Danish Bilateral Assistance to the Health Sector 1988-1997.
1999	Nicaragua	SNV	Trainer	<b>Training</b> : Governance and Institutionalising equity and gender policy
1999	Sudan	WOTAP	Trainer	<b>Training</b> on HR, for the staff of a rehabilitation centre for displaced people, Dar-es Salam Jebel, Khartoum
1999	Sudan	Ahfad University	Trainer	<b>Training</b> on Gender, Conflict, Human Rights, Democratisation for the Ahfad University for Women, Khartoum
1999	Netherlands	Hague Appeal for Peace	Chair	<b>Chair</b> of conference on Asia-Europe alternative Security strategies, Conflict Resolution and Civil Society Development.
1999	Netherlands	Trans National Institute	Chair	<b>Chair</b> of international conference on popular movements, Governance, Democratisation in Southeast Asia
1998-2000	Sudan, Ethiopia	Royal Tropical Institute, NL	Expert, Gender & Governance	<b>Implementation of projects</b> on Muslim Women, Rights & Good Governance. Action research with a gender perspective; Gender <b>training</b> .
1993-1998	Asia, 9 countries	Hivos	Director, Asia Department	<b>Director, Asia Department</b> of a funding programme of 11 million € p.a., 150 projects in 9 countries. Sectors: Civil Society Building, Democratisation, Human Rights, Gender, Economic Activities, Culture.
1992-1993	Central Asia	Hivos	Policy Officer	Setting up a <b>Civil Society support</b> program, Central Asia. Author of the Policy Guidelines. Sectors: Gender, Human Rights, Environment, Culture.
1990-1992	India	Hivos	Policy Officer	Setting up and managing a <b>Civil Society support</b> program in India. Focus: Human Rights, Gender, Environment.
1986-87	China, Tibet	HR Group	Researcher	<b>Research</b> mission on Human Rights Violations.
1986	Asia (9 countries)	UN Disarmament Bureau	Researcher	<b>Research</b> missions on Disarmament and Development, Civil Society Building and the role of NGOs
1984-1995	Netherlands	University of Amsterdam	Academic Lecturer	<b>Academic Lecturer</b> , Department of International Relations and Public Law. Subject: International Relations, Human Rights, Civil Society
1984-1986	Netherlands Indonesia	University of Amsterdam	Scientific Researcher	Scientific <b>researcher</b> , Department of International Relations and Public Law, on: International Relations, Armament and Disarmament, Human Rights
1976-1980	Netherlands Timor-Leste	East Timor Committee	Team Leader	Coordination of National <b>Campaign for Human Rights</b> in East Timor, support for Human Rights Defenders, action research, advocacy, legal action, M&E.
1975-1990	Netherlands Indonesia	Committee Indonesia	Team Leader, Chair of Board (COB)	Coordination of Advocacy <b>Campaign on Human Rights</b> in Indonesia, support for Human Rights Defenders, training, action research, advocacy, legal campaigns.