



Final Evaluation of UNDP Fiji Access to Justice Project

2016 - 2021

FINAL REPORT

17 June 2021

Cécile Collin, Team Leader
Akuila Masi, Evaluation Expert

Project Sheet

Project Title: Fiji Access to Justice Project
Implementing Partner: UNDP (Direct Implementation)
Start Date: July 2016
End Date: 31 December 2020 with No Cost Extension until 30 June 2021
PAC Meeting date: 4 July 2016

Atlas ID: 00092247

Total resources required:	USD 9,217,687	
Total resources allocated:	Donor EU:	8,367,347
Unfunded:		850,340

Contributing Outcome: Fiji UNDAF Results Matrix 2013-2017: Outcome 5.1: National, local, and traditional governance systems uphold human rights, especially women's rights in line with international standards.

Indicative Outputs:

1. Enhanced Institutional Capacity of Legal Aid Commission to deliver access to justice for impoverished and vulnerable groups.
2. Enhanced Institutional Capacity of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.
3. Strengthened delivery of access to justice services to impoverished and vulnerable groups.
4. Strengthened capacity of non-governmental organizations to deliver accompaniment access to justice services for impoverished and vulnerable groups.
5. Effective Project Management.

Gender Marker: 2 - Promotes Gender Equality in a significant and consistent way.

Acknowledgment

The evaluation team wishes to thank UNDP project team for their precious support and availability. The team extends its gratitude to all the interviewees, State institutions, UNDP partners, donors, other agencies, and beneficiaries for allocating some time to the study and share their perspectives.

Table of Contents

PROJECT SHEET	2
TABLE OF CONTENTS	4
ACRONYMS	6
EXECUTIVE SUMMARY	7
1 INTRODUCTION	11
2 CONTEXT – DEVELOPMENT CHALLENGES	11
3 UNDP RESPONSE	12
4 EVALUATION SCOPE AND OBJECTIVES	13
5 EVALUATION APPROACH AND METHODS	14
6 DATA ANALYSIS	16
7 FINDINGS - RELEVANCE	17
7.1 STRATEGIC CONSIDERATION AND COMPARATIVE ADVANTAGE	17
7.2 CONTRIBUTION TO INFLUENCING NATIONAL POLICIES/STRATEGIES FOCUSING ON HUMAN RIGHTS PROTECTION, GENDER EQUALITY AND EQUITABLE SUSTAINABLE DEVELOPMENT.	18
7.3 CONSISTENCY OF THE DESIGN, THE ACTIVITIES AND OUTPUTS WITH THE INTENDED OUTCOMES AND EFFECTS & RELEVANCE OF THE THEORY OF CHANGE	20
8 FINDINGS - EFFECTIVENESS	21
8.1 ACHIEVEMENTS OF PROJECT RESULTS	21
8.1.1 OUTPUT 1	23
8.1.2 OUTPUT 2	25
8.1.3 OUTPUT 3	26
8.1.4 OUTPUT 4	27
8.2 RESULTS AT OUTCOME LEVEL	29
8.3 POSITIVE OR NEGATIVE, INTENDED OR UNINTENDED, CHANGES BROUGHT ABOUT BY THE PROJECT’S WORK.	32
8.4 GENDER CONSIDERATIONS	33
9 FINDINGS - EFFICIENCY	34
9.1 EFFICIENCY AND COST EFFECTIVENESS OF THE IMPLEMENTATION STRATEGY AND APPROACHES, CONCEPTUAL FRAMEWORK AND EXECUTION	34
9.2 PROJECT MANAGEMENT STRUCTURE	35
9.3 USEFULNESS OF THE MONITORING SYSTEMS AND ACCOUNTABILITY OF RESULTS	36
10 FINDINGS - PARTNERSHIP STRATEGY	38
10.1 ADEQUACY OF THE PARTNERSHIP MODALITIES	38
10.2 COMPLEMENTARITIES AND OVERLAP WITH EXISTING PARTNER’S PROGRAMMES.	39

11 FINDINGS - SOCIAL INCLUSION	40
12 FINDINGS - SUSTAINABILITY	41
13 LESSONS LEARNED AND BEST PRACTICES.	42
14 CONCLUSIONS	43
15 RECOMMENDATIONS	43
<u>ANNEXES</u>	
1. TORS	46
2. LIST OF PERSONS INTERVIEWED, AND SITES VISITED.	61
3. LIST OF DOCUMENTS CONSULTED	62
4. DETAILS ON THE METHODOLOGY / DATA COLLECTION INSTRUMENTS	63
5. EVALUATOR'S BIODATA AND/OR JUSTIFICATION OF TEAM COMPOSITION	65
6. EVALUATION MATRIX	66
7. RESULTS FRAMEWORK	73

Figure 1: World Governance Indicators	11
Figure 2: Key evaluation steps.....	16
Figure 3: Intervention logic.....	20
Figure 4: Views of the previous system	24

Table 1: Human Right Conventions Ratifications (source: OHCHR)	19
Table 2: Details on the expenditures (approximate, based on the yearly CDRs)	22
Table 3: Overview of the Key Milestones for the LAC CMS.....	24
Table 4: Crimes statistics (source : police)	31
Table 5: Recommendations of previous evaluations.....	36

Acronyms

A2J	Access to Justice
CDR	Combined Delivery Reports
CSO	Civil Society Organization
EDF	European Development Fund
EP	Empower Pacific
EU	European Union
EUD	European Union Delegation
FDPF	Fiji Disable People's Federation
FICAC	Fiji Independent Anti-Corruption Commission
GBV	Gender-Based Violence
FHRADC	Fiji Human Rights and Anti-Discrimination Commission
IASC	Inter-Agency Standing Committee
ICT	Information and Communication Technology
IEC	Information, Education and Communication
JD	Judicial Department
LAC	Legal Aid Commission
LFA	Logical Framework Approach
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTR	Mid Term Review
MSP	Medical Services Pacific
NCE	No Cost Extension
NGO	Non-Governmental Organization
NIP	National Indicative Programme
PCM	Project Cycle Management
REACH	Rights, Empowerment and Cohesion
ROAR	Results Oriented Annual Reporting
ROM	Results Oriented Monitoring
SDGs	Sustainable Development Goals
UNCAT	UN Convention Against Torture
UNDP	United Nations Development Programme

Executive Summary

Overview of the evaluation

This report is the final evaluation of the Access to Justice project funded by the EU and implemented by UNDP between July 2016 and June 2021 for 9 217 687 USD.

The project had four main outputs:

1. Enhanced Institutional Capacity of Legal Aid Commission to deliver access to justice for impoverished and vulnerable groups.
2. Enhanced Institutional Capacity of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.
3. Strengthened delivery of access to justice services to impoverished and vulnerable groups, via helplines, helpdesk and awareness raising.
4. Strengthened capacity of non-governmental organizations to deliver accompaniment access to justice services for impoverished and vulnerable groups, with grants to different CSOs to provide assistance and counselling, as well as outreach activities.

The objectives of the evaluation is the assessment of progress towards meeting intended results . As per the ToRs, *"The evaluation will be forward-looking and utilization focused and will elaborate lessons and best practices to inform projecting in the next phase of the project."*

The methodology was agreed on in the inception report. A non-experimental design was employed for this evaluation where all the information was collected from the project beneficiaries, and there was no control group. This evaluation used mixed methods to collect and analyse the data and information. Quantitative data were collected through the project Management Information System database while qualitative data and information were collected through interviews, some of which remotely, and observations. The Fijian consultant visited the key project locations: Labasa, Lautoka and Kadavu, in addition to Suva. This evaluation was structured around the research questions and tools according to the revised OECD-DAC (2019) criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact. These criteria were used to develop evaluation questions, indicators/checklists, and tools to collect information and identify the respondents.

Findings

Relevance

The project came at the right time to support the institutions after the ratification of the new Constitution and given the challenges for access to justice by the most vulnerable groups as reported in the Justice Needs and Satisfaction study commissioned by the project executed during the project. The project has complementary components with a strong emphasis on institutional capacity building more than on support at the grassroots level. The overall intervention logic faced challenges related to the implementation of some outputs with significant delays, hampering the overall logic.

Effectiveness

The project supported the role of various institutions in fulfilling their mandate and could reach out to a significant number of beneficiaries owing to CSOs actions. It also contributed to increasing the connections between the different institutions and their peer in other countries to some extent.

After some delays and reshuffling of some activities, the majority of the planned outputs could be implemented in the second half of the project. The project contributes to strengthening the rule of law using various angles and entry points. The two Case Management Systems for the Legal Aid Commission and Judicial Department faced significant delays and are still not in place, though, due to administrative and procedures issues on the procurement, which led to a late LoA with the partner institutions.

In addition, the publication of the law reports also contributes to strengthening the jurisprudence basis in this common law country.

Besides, the project targeted the most populated areas of the country and not only the capital, but the outreach to remote rural areas appears quite limited in the end. The work at the community level was not part of a broader national and structured approach on proximity justice and depends on projects, while community advocates were deployed at the end of the project. The adaptation to the COVID situation is noticeable with strengthened approaches on digitalisation, which contribute to increase the efficiency of the justice system and address some of the challenges of the geography and natural hazards faced by the country, to the extent of the communication coverage.

There are various types of results at the outcome and impact level, notably in terms of increased awareness of the targeted communities, better knowledge of the rights and of legal procedures, better access to the justice institutions, and bridging gaps between institutions and communities, including allowing the institutions to understand the concerns of the communities better. However, those results have not been followed upon, and as such, evidence is primarily anecdotal. The projects do not translate into results regarding the evolution of the police statistics on GBV notably.

At the community level, the outreach activities led to intense discussions when the customary justice system usually prevails. Some institutions also became overwhelmed with the number of cases to address.

Efficiency

The share of the CSO grant represented, in the end, a relatively minor part, around 15% but reached out to several thousand people in need, in first place women. The Case Management Systems represented around a third of the budget.

At the community level, stakeholders mention little planning and coordination of the activities.

The materials provided for the community outreach activities are provided by Fiji Human Rights Anti-Discrimination Commission, Legal Aid Commission, Judicial Department, Department of Social Welfare, Fiji Police Force, MSP, Empower Pacific and FDPF but there is no standard format with the one of the CSOs.

Partnership strategy

The project-initiated partnerships with key institutions in charge of legal assistance, as well as other institutions of the justice sector Partners mention that they were involved all along with the project from the earliest stages. Stakeholders also recognized the added value of the technical support provided by the UNDP team.

It also opened interactions between the State institutions and the CSOs to strengthen their collaboration in providing assistance and services to the population. However, there is no coordination mechanism for the various stakeholders operating in the rule of law sector and the justice chain.

Synergies with the REACH project are apparent, with some confusions between the two projects which involved the same organisations, but without systematic coordination and sequencing between the activities at the community level.

Social Inclusion

The project aimed at supporting access to justice for vulnerable groups, paying specific attention to equity and social inclusion. Stakeholders mention results at institutional level in that respect.

The audits of facilities (9) checked on the level of accessibility for disabled people, and some facilities improved afterwards. However, the team did not see a consolidated review of the changes following all the audits. The project contributed to progress in reaching out to disabled people, by involving the related CSOs under the umbrella of the FDPF. This increased the sensitization of the participating stakeholders with some effects on the vulnerable and marginalized groups in Fiji.

The actual results framework of the project mentions in most of the output "access to justice for impoverished and vulnerable groups". Still, it does not explicitly reference the objectives regarding social inclusion with specific indicators to target the most vulnerable groups.

Data available is not really disaggregated to illustrate the specific types of social vulnerabilities addressed.

Sustainability

Exit strategies do not appear explicitly in the project agreement. There was no specific sustainability plan.

Several institutional dynamics illustrate the ownership and interest of the institutions to support further the project achievements.

Conclusions and recommendations

The A2J project constituted a step forward to articulate the support to Fijian institutions in providing services and reinforcing of rule of law throughout the country. The project was innovative in various ways, strengthening knowledge and organisational capacities and making justice more accessible for some vulnerable categories in crucial places.

The project built on institutional dynamics and strengthened the key institutions in terms of access to justice,

The project could adapt to the pandemic to support further digitalisation and remote access to justice services.

Serious delays in implementing the CMS for LAC and JD affected the overall cross-fertilisation of the different components of the project, but all the project components should be implemented by the end of the project. Nonetheless, mid to long-term results will be appreciable in the long run. The project also contributed to the further inclusion of vulnerable groups, including disabled ones, through a more robust understanding of their needs and better access to services. Some challenges remain nonetheless in the clarification, further strengthening the work at the community level and targeting remote areas in the vast territory of Fiji Islands.

The project has some potential for replications in other islands, providing that administrative challenges are anticipated and clarified before the project ends.

The following recommendations are intended to UNDP and State institutions, and concern priorities for future interventions, building on the dynamics created by the project.

1. Continue to the creation of a **comprehensive support system** with a dedicated platform on the rule of law for all the stakeholders, and a clear definition of the roles and responsibilities and increased coordination.
2. Support **structuration of the work at the community** level, in terms of roles and responsibilities, strengthening the resource available at the community level.
3. Support the work for harmonisation between the **traditional and formal justice** system to avoid conflicts over norms in the communities.

4. **Extend sensitization and services to rural areas**, especially in the maritime areas.
5. Encourage **partnership and cost-sharing** arrangements amongst government departments and CSOs.
6. Support **quality procedures** in administering justice to end user in terms of feedback, explanation of processes and the rights of people.
7. Ensure an accurate assessment of the partners' capacities to implement the output and potential challenges and avoid issues such as the delay in the implementation of a key component of the project.
8. Ensure the **monitoring of the CMS results** to identify key needs, priorities, potential gaps and limitations in the justice chain and linkages between the different institutions and adjust the next interventions accordingly.
9. Support the **Judiciary department, Legal Aid and Police to meet regularly**.
10. Continue the work to support **access to justice for the most vulnerable groups**.
11. Continue to **embed the community advocate in the communities** and their collaboration with local CSOs/ CBOs such as women organization. Communities not targeted in the rural communities should have an annual awareness on the legal process, avenues of assistance, rights of individual etc.
12. Strengthen the monitoring of the outcome and impact of the project. Ensure the monitoring of the CMS results to identify key priorities and potential gaps.
13. Continue to support **synergies and complementarities** with the other projects in the rule of law sector (support to the police, REACH, women empowerment activities) , including joint strategic and operational planning, such as sharing workplans, to maximise the dynamics and efficiency. further capacity building of the police, further integration of the perspective of the disabled in projects and interventions to support social inclusion.
14. UNDP to ensure that its full financial commitment are respected based on the agreement with donors, even if it does not have adverse impact on the results of the project, based on the current discussion on mainstreaming of UNDP contributions.

1 Introduction

This document is the final report for the final evaluation of the Access to Justice project, implemented by UNDP and funded by the EU. A team of one international and one Fijian consultants undertook this evaluation. This report is the second deliverable after an inception report describing the methodology and initial work hypotheses, finalized in March 2021. The team collected data in March and April 2021 through desk reviews, remote interviews, direct interviews and site visits. A first version of the report was submitted in April and the consultants received then several rows of comments by UNDP, the EU and the different State partners in Fiji.

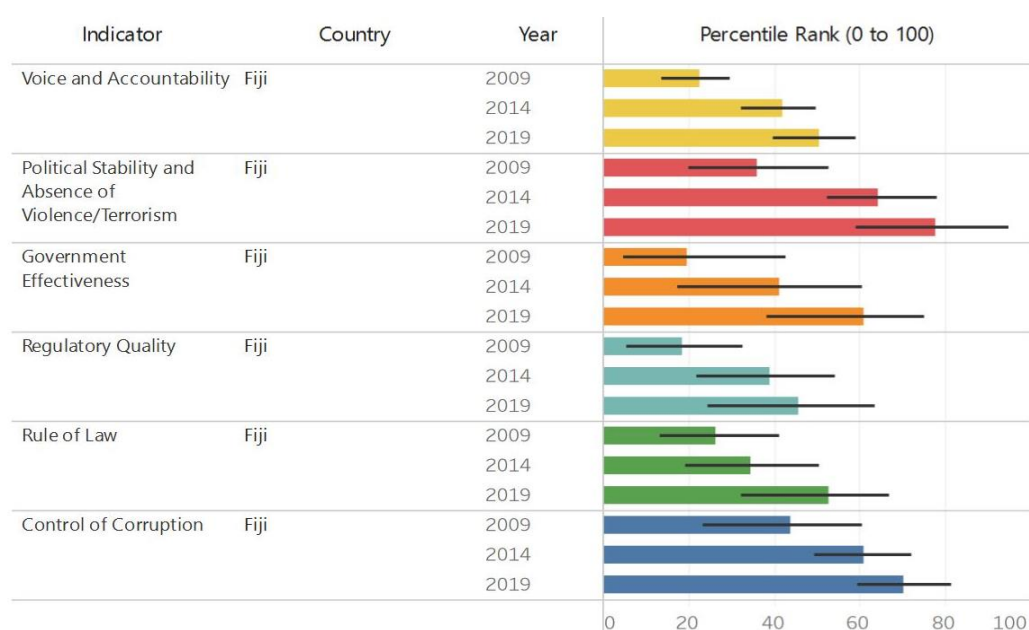
2 Context – Development Challenges

Fiji ranks 93 in terms of human development index, with a population of less than one million on 18 270 km², scattered on over 300 islands, implying challenging access for administration but with increased urban concentration. The country became a Republic in 1987 but remains a member of the Commonwealth, with some periods of suspension.

Access to justice is a fundamental right of all Fijians under the 2013 Fiji Constitution. It ensures that all Fijians, regardless of their race, belief and social status, are provided with equal opportunities to access justice. The new Constitution also included the Legal Aid Commission (LAC), established in 1996 under Legal Aid Act 1996 (the “Act”) and the Legal Aid Amendment Act 2009. It became operational in July 1998 to provide free legal assistance. Fiji is committed to localizing Sustainable Development Goals (SDG), hoping to create an inclusive society and support impoverished and vulnerable populations. The development challenges in Fiji are caused by different factors, including geographical disparity, literacy gap, economic imbalance, and limited capacities of key service providers.

The World Governance Indicators shows some progress in the governance indicators:

Figure 1: World Governance Indicators



The culture plays an influential role in Fijian people's lives, especially for those living in rural areas where traditional governance principles still prevail. The growing trend of urban migration as people searched for opportunities has also exposed the economic imbalance, especially with the rise in squatters and the related social problems. These challenges are contributing factors that influence people from accessing justice.

Since 2014, series of bills and legislation, including the ratification of the UN Convention Against Torture (UNCAT) passed in parliament. Most of these are related to advancing gender equality, human rights and empowering key governance institutions to promote good governance. Key donors such as the European Union, Australian and New Zealand governments have invested in public sector reform to address problems related to structures, systems and capacity of key institutions in the justice and public service sectors.

These institutions include the Fiji Police force, Legal Aid Commission, judicial department and relevant government agencies. Apart from these institutions, Civil Society, on the other hand, has been very active in promoting awareness on the bill of rights and at the same time vocal about unfair treatment of women and victims of social and economic injustice.

Whilst there are challenges for Fijian to access justice, the Fijian government is making fair progress in reforming laws and empowering citizens and justice to facilitate easy access and quality service to those in need.

UNDP's focus areas in the Pacific are inclusive growth, effective governance, resilience and sustainable development. In addition to this access to justice project, UNDP's projects on governance implemented in Fiji include:

Inclusive political process:

- Strengthening Legislatures in Pacific Island Countries Project
- Fiji Parliament Support Project
- Supporting Women's Political Participation in the Pacific

Strengthening transparency and accountability

- United Nations Pacific Regional Anti-Corruption
- Strengthening Pacific Public Finance Management and Governance Project
- Development Minerals Programme- Inclusive Governance of Natural Resources Project

Enhancing rule of law and access to justice

- Rights, Empowerment and Cohesion (REACH) for Rural and Urban Fijians
- Fiji Police Force Project

3 UNDP Response

The Access to Justice project started in July 2016 for 54 months, up to December 2020, with a No-Cost Extension up to June 2021. The funding comes from the European Union for a total amount of 9 217 684 USD.

The project is part of the 11th EDF and then of the National Indicative Programme 2014-2020, which identified public administration reform and governance as one of the three concentration sectors.

The first financial installment was received a few months after the start of the project.

The project objective is to *"Empower Fijians to access justice and strengthen Fijian key justice sector institutions to deliver access to justice, particularly for impoverished and vulnerable groups"*. It includes four main complementary and interrelated components, dedicated to both supply and demand for access to justice:

- I. *Enhanced Institutional Capacity of Legal Aid Commission (LAC) to deliver access to justice for impoverished and vulnerable groups.*
- II. *Enhanced Institutional Capacity of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.*
- III. *Strengthened delivery of access to justice services to impoverished and vulnerable groups.*
- IV. *Strengthened capacity of NGOs to deliver accompaniment access to justice services to impoverished and vulnerable groups.*

Activities aimed at increasing accessibility, professionalism, transparency, effectiveness and efficiency of key justice institutions.

Key interventions were capacity building training, reviewing processes and procedures, developing plans and manuals, and installing ICT infrastructures to enhance data quality and effective management of information.

The key partners to the project include the Legal Aid Commission, Judicial Department, Human Rights Anti-Discrimination Commission and civil society organizations.

The theory of change was: *“In support of the enhancement of overall governance systems in Fiji, access to justice in Fiji for impoverished and vulnerable groups will be improved through empowering people to access legal rights and services through the relevant key justice institutions, in conjunction with strengthening those key justice institutions to undertake improved service delivery.”*

The key dates of the project are:

- EU Approval for Start Date of Project-11 July 2016
- Fiji Government and EU Financial Agreement and Project Launch - 29 August 2016
- EU and UNDP Delegation Agreement - 5 October 2016
- Project Board Meeting -18 October 2016
- Provision of first funding tranche from EU - 3 November 2016
- Submission of Annual EU Progress Report (edition: 11 July 2016-10 July 2017) - 15 December 2017
- May 2018 – First LoA with Judicial
- Dec 2018 – MoA with FDPF for 12 months
- Dec 2018 – MoA with MSP for 12 months
- Dec 2018 - MoA with Empower Pacific for 12 months
- Oct. 2019 – MoA with FAD for 6 months
- Dec 2019 – MoA with FDPF for 10 months
- Dec. 2019 – MoA with MSP for 10 months
- Dec. 2019 – MoA with Empower Pacific for 10 months
- May 2020 – LOA for CMS with LAC
- June 2020 – Second LOA with Judicial
- Dec 2020 – Initial end of the project / No Cost Extension
- June 2021 - End of the project

4 Evaluation scope and objectives

The objectives of the evaluation is the assessment of progress towards meeting intended results. As per the ToRs, *“The evaluation will be forward-looking and utilization focused, and will elaborate lessons and best practices to inform projecting in the next phase of the project. This evaluation will assess relevance, effectiveness and efficiency, sustainability and impact of the project and of the results. The evaluation will assess the intended and unintended outcomes/results of the Fiji Access to Justice project and recommend strategies for future operational and programmatic effectiveness from similar initiatives in*

comparable situations. The evaluation serves as an important accountability function, providing national stakeholders and partners in Fiji with an impartial assessment of the results, including gender equality results, and human rights-based approach of this project.”

The evaluation specific evaluation objectives are:

- “1. To determine the relevance and strategic positioning of UNDP support to Fiji Access to Justice and whether the initial assumptions remain relevant for the project.*
- 2. Assess the progress to date under each output and what can be derived in terms of lessons learned for future UNDP support towards capacity building and service delivery in Fiji Access to Justice.*
- 3. How the interventions succeeded to strengthen application of a rights-based approach, gender mainstreaming and participation of other socially vulnerable groups such as children and the disabled.*
- 4. Assess the overall contribution of the project to the state of good governance, rule of law and human rights observance in the country.”*

The evaluation aims at providing a neutral and independent analysis of the project's performance. It should inform future programming for the EU, UNDP, implementing partners and external organizations working on the topic. The project includes a human rights-based approach, then with a focus on equity. Hence the evaluation reviews the extent to which duty-bearers can perform their duties and right holders exert their rights, starting with the most vulnerable or marginalized groups.

Scope of the evaluation

The evaluation covers the overall project duration, 11 July 2016 – 30 December 2020 and the No Cost Extension to June 2021, all the project components and all the geographical areas of interventions. As per the ToRs, the evaluation mainly focuses on Suva, but the consultant travelled to Lautoka, Labasa and Kadavu.

The evaluation covers all the project cycle, implementation and project governance arrangements. The evaluation analyses key factors of success as well as bottlenecks and limitations in the Fiji context. Besides, the evaluation looks at partnership strategy and progresses in terms of capacity building at institutional, organizational and operational levels. The evaluation involved various project partners, including donors, State authorities, civil society organizations and community representatives.

5 Evaluation approach and methods

Approach

A non-experimental design was employed for this evaluation where all the information was collected from the project beneficiaries, and there was no control group. The achievements of the project after the intervention were examined through discussion and observation. This evaluation used mixed methods to collect and analyse the data and information. Quantitative data were collected through the project Management Information System database while qualitative data and information were collected through interviews and observations.

Evaluation criteria and questions

This evaluation was structured around the research questions and tools according to the revised OECD-DAC (2019) criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact. These criteria were used to develop evaluation questions, indicators/checklists, and tools to collect information and identify the respondents.

In terms of relevance, how the project intervention such as grants....., activities, and socio-technical support addressed the need and priority of vulnerable groups were evaluated. In addition, how the interventions were linked with the government policies

and international commitments was assessed. In terms of coherence, the compatibility of the project intervention with other interventions in the country, sector or institution was examined. In terms of effectiveness, how far the project achieved the progress against the target values was compared. The evaluation also analysed to what extent the project activities were delivered effectively in terms of quality, quantity and timing. For efficiency, how the project interventions were efficient in terms of human resources, budget, time, place, coordination, quality and quantity of interventions was examined. In terms of sustainability, how the project outputs and outcomes were sustainable in terms of institutionalization, resource allocation, including budget, and environmental protection was scrutinized. In terms of impacts, the positive/negative and intended/unintended effects, and claims of the project were studied. The cross-cutting issues were studied at both cross-cutting as well as stand-alone. Detail of the evaluation criteria, questions, indicators/checklists for information, tools for data collection and stakeholders interviewed and consulted are included in the evaluation matrix in Annex- of this report.

Preparation - Review of project documents

Project document/proposals, LOA and MoUs, project modification document, project's interim progress report, cumulative progress reports, grant reports, Mid-Term Review report, and financial reports were reviewed. The lists of documents reviewed is included in annex of this report.

During the document review, relevant quantitative data needed for the evaluation were also gathered. Disintegrated data on gender, caste/ethnicity and PWDs were collected through the project progress reports and MIS.

Consultative meeting and debriefings.

A consultation meeting with programme staff was conducted prior to the field visit. This meeting provided an occasion to clarify the queries and concerns on the evaluation and brought additional inputs to finalize the assessment methodology, checklists, field visit plan, and framework of report. The team hold two debriefings to present the main findings of the evaluation and validate them.

Process and methods of data collection

Participatory and consultative approaches were used to collect the information. Consultation and interview with beneficiaries, government counterparts, project team, UNDP Country Office and other key stakeholders were conducted. In this regard, the following processes, methods and tools were used.

Field work semi-guided interviews and remote data collection.

The team conducted interviews at the Federal level remotely and face to face since one consultant is based in Fiji. In the field, face-to-face consultation meetings were held with the ministries, local government, (LAC, Judiciary, FHRADC, Police, provincial authorities).

Sampling frame

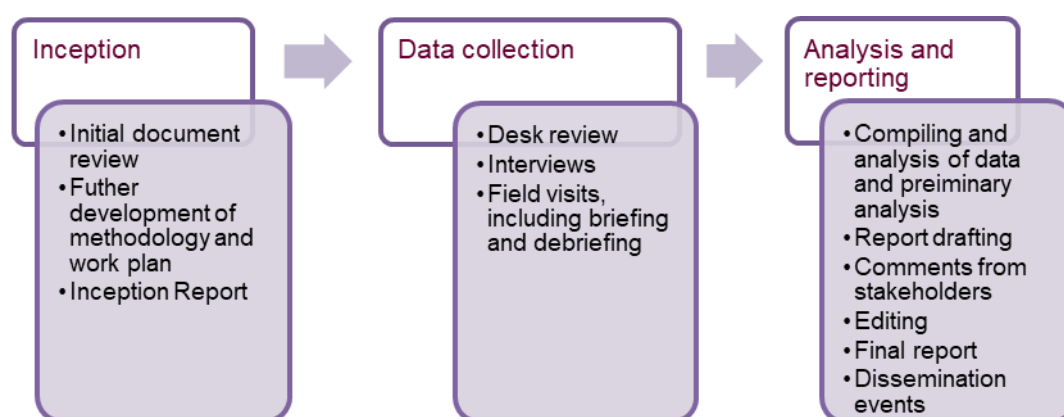
This evaluation used a convenient sampling method to identify and select the respondents. At federal level, interview with the key partners institutions, project staff and UNDP portfolio manager was conducted. At the local level, responsible persons in district units of State institutions, NGO partners and beneficiaries were interviewed.

Table 1: Sampling frame for the evaluation

Multi-tier government	Respondents	Methods
Federal		
Project team	Project team members,, UNDP country office management, national counterparts	Semi-guided interviews face to face and remotely
National counterparts	LAC, Judiciary, FHRADC, Police	Semi-guided interviews face to face and remotely
CSOs	MSP, Empower Pacific, FDPF	Semi-guided interviews
External stakeholders	EU, other donors, OHCHR	Remote semi-guided interviews
Provincial and local	Provincial authorities, community advocates, health services, beneficiaries, including women	Semi-guided interviews face to face

Overall, the evaluation covered three main phases, as illustrated in the figure below.

Figure 2: Key evaluation steps



6 Data analysis

The evaluation ensured an evidence-based analysis through the triangulation of the data to support the credibility of the findings. The triangulation was done by:

- using different data sources
- using different data collection methods
- combining the various expertise in the team and key informants

During the analysis phase, the team paid attention to cross-checking of data and triangulation of evidence collected from the data collection phase from the different research instruments mentioned in the previous section and the different types of sources. The data collected was analysed through a deductive approach as follows:

- Organisation and labelling of data into similar categories (using the evaluation questions);
- Identification of patterns, associations and causal relationships;
- Comparison of data collected against baselines;
- Examination of various explanations as to why a result has occurred;
- Interpretation of findings and making conclusions/recommendations, and;
- Testing of findings, conclusions and recommendations.

The review report was developed in two rounds with ample possibility for the review stakeholders to provide comments on the draft report and addressing these comments in the final evaluation report.

7 Findings - Relevance

7.1 Strategic consideration and comparative advantage

The project was launched following promising dynamics in Fiji Islands, with the adoption of a new Constitution in 2013, democratic elections in 2014 and reestablishment of Parliament, and then at a particularly strategic time to support the institutional dynamics of the country with the maturing of the democratic process.

The project is part of the 11th EDF National Indicative Programme 2014-2020 and follows the EU strategy in the country. However, there are no direct linkages with other EU-funded interventions in Fiji or the Pacific Islands.

The project appears rather innovative in the Fiji context, with no similar interventions at this stage.

The project meets outcome 2 on gender equality, outcome 5 on governance and community engagement and outcome 6 on human rights of the United Nations Pacific Strategy 2018-2022, amongst six strategic priority areas. Outcome 2 covers gender-based violence, Outcome 5 covers access to justice, inclusivity, legal aid and access to justice to remote areas, and SDG 16 on peace and stability. Outcome 6 covers disability, law enforcement, LGBTI rights.

The project was designed to be evidence-based and tailor-made to the context, ensuring its relevance. It includes data collection on the level of needs on access to justice, which illustrates the relevance of the interventions.

The project document included a dedicated analysis of the stakeholders and the key needs in the sector, through dedicated data collection and a review of existing analyses. The assessment “Justice Needs and Satisfaction in Fiji”, published in 2019, highlights the challenges and significance of access to justice in the Fiji Islands. There is indeed a high number of claims to solve (concerning around 67 000 every year), while for 33 000 cases, people do not undertake any action to solve their problem on legal matters).

The assessment measured the gap to reach the Sustainable Development Goal 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”. According to the study, almost half of the people in Fiji – 47% – have to deal with one or more serious legal problems every 4 years. Hence, every year approximately 100,000 individuals encounter a problem and need access to resolution mechanisms. The study mentions that the issues to solve concern neighbourhood disputes, crimes, land disputes, domestic violence and family problems, hence related to proximity justice. Those needs are exceptionally high in rural areas, where different types of justice mechanisms coexist and where traditional governance systems sometimes disregard modern-day justice mechanisms. The police and Legal Aid Commission play

a particular role in providing advice to the population on legal matters. The study further emphasizes that around half of all legal problems in Fiji remain unresolved and that young women in rural areas are logically particularly vulnerable. The role of the Legal Aid Commission is significant since almost one in ten victims of domestic violence sought legal advice from the Legal Aid Commission lawyers.

The project builds on UNDP's technical and financial expertise. UNDP also stands out as a multilateral agency with a good level of neutrality related to the lack of political and historical legacy. According to interviewees, the project could also benefit from the strong partnerships of UNDP with the government and synergies with other UN agencies, and on complementarity with other UNDP projects funded by DFAT and NZMFAT. The project is indeed part of a broader portfolio of interventions dedicated to supporting governance in Fiji Islands and the region through various angles. The project also builds on the EU comparative advantage as a relatively neutral organization in the area, with limited immediate geopolitical interests.

The project is part of the broader effective governance interventions. It constituted a cornerstone to build other projects, synergies and complementarities with other interventions on the rule of law, funded by bilateral donors.

At the provincial level, stakeholders highlight the project's relevance, given the extent of the information gaps in rural areas, including for parents and caretakers, the low literacy level and the cost to access justice. Counsellors get many demands not only by villagers but also by government stakeholders such as the hospitals and administrators' offices. Hospitals do not have in-house counselors to deal with domestic violence and other forms of trauma and stress brought into the hospital police and provincial. Counsellors were also relevant to support some hospital staff going through emotional stress and other physiological challenges.

The project reached out to remote communities that key service providers usually visit, and face numerous social challenges, with GBV increasing with the COVID crisis. For example, Kadavu has a high rate of Domestic Violence, Child negligence and drug-related cases, so the presence of Empower pacific is genuinely relevant to the island and is the only CSO present that provides counselling to the whole province of Kadavu. Kadavu is well known as one of the marijuana hotspots in the country. Besides, there was no real collaboration platform with various stakeholders, including CSOs and Legal Aid dedicated to disabilities before the project. The project contributed to giving a voice to this subject.

7.2 Contribution to influencing national policies/strategies focusing on human rights protection, gender equality and equitable sustainable development.

The project is coherent with the Fiji National Development Plans for 5 year and 20 year, published in November 2017. Despite being finalized after the A2J project, the project contributes to its operationalization. One of the objectives is *"Expanding legal services to improve access to justice for all Fijians has been a key priority. Provision of resources will continue for legal aid services, court sittings in rural and outer islands, and the greater decentralisation of services."* In addition, the document mentions several of the objectives and activities implemented under the A2J project:

- *Provide more community counselling and public awareness services on different forms of crimes and penalties.*
- *Upgrade court facilities and infrastructure and expand legal services to improve citizen's access to justice.*
- *Continue digitization of laws.*

- Conduct regular court sittings in rural and outer islands and recruit experienced and independent prosecutors, judges, and magistrates to minimize backlog of cases.
- Improve staff capacity (Human Resource Management) for judiciary and corrections services¹.
- Improve police responses to gender-based crimes (Domestic Violence, Rape, Sexual Assault, child sex abuse) to attract more reporting, detection of perpetrators and justice administration.

The project was particularly visible by promoting narratives with snow-balls effects at the institutional and community levels. The visibility and awareness-raising contributed to advocacy. In terms of processes, partners to the project indicate that they are more consulted and included in the national policies and programmes, notably concerning disabilities and deaf people.

It supported a better understanding of the challenges in terms of human rights, gender equality and contributed to influencing the national policies and strategies. In addition, the rationale of the project was to support the enforcement of the human rights-related conventions and treaties, and related financial constraints. Fiji ratified several conventions and treaties on human rights over the past years (see table below) on civil and political rights, protecting all persons from enforced disappearance, economic, social and cultural rights, and especially the Convention on the Rights of Persons with Disabilities.

The project also contributed to the implementation of the convention previously ratified by increasing the level of knowledge on these elements, such as the Convention on the Rights of the Child.

Tableau 1: Human Right Conventions Ratifications (source: OHCHR)

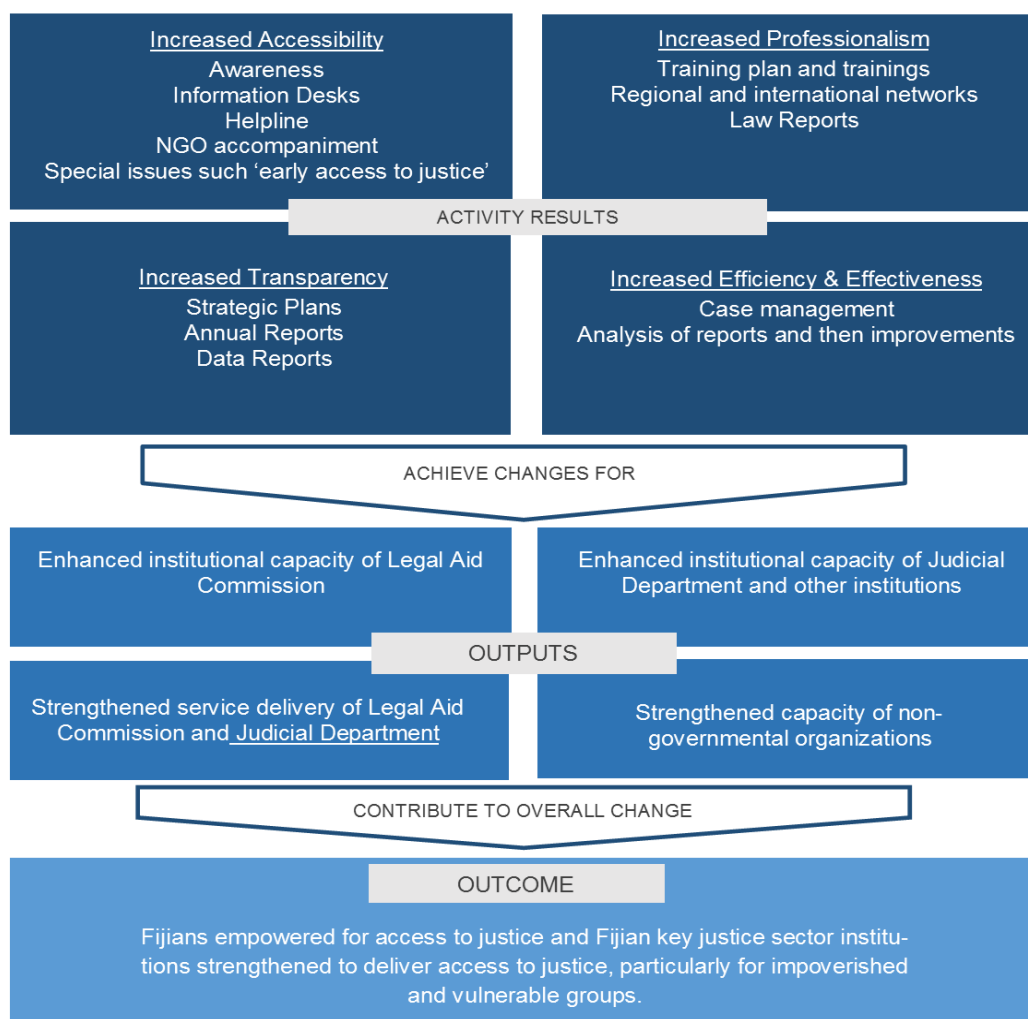
Treaty	Signature Date	Ratification Date, Accession(a), Succession(d) Date
CAT - Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment	01 Mar 2016	14 Mar 2016
CAT-OP - Optional Protocol of the Convention against Torture		
CCPR - International Covenant on Civil and Political Rights		16 Aug 2018 (a)
CCPR-OP2-DP - Second Optional Protocol to the International Covenant on Civil and Political Rights aiming to the abolition of the death penalty		
CED - Convention for the Protection of All Persons from Enforced Disappearance		19 Aug 2019 (a)
CED, Art.32 - Interstate communication procedure under the International Convention for the Protection of All Persons from Enforced Disappearance	19 Aug 2019	
CEDAW - Convention on the Elimination of All Forms of Discrimination against Women		28 Aug 1995 (a)
CERD - International Convention on the Elimination of All Forms of Racial Discrimination		11 Jan 1973 (d)
CESCR - International Covenant on Economic, Social and Cultural Rights		16 Aug 2018 (a)
CMW - International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families		Aug 2019 (a)
CRC - Convention on the Rights of the Child	02 Jul 1993	13 Aug 1993
CRC-OP-AC - Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict	16 Sep 2005	29 Mar 2021
CRC-OP-SC - Optional Protocol to the Convention on the Rights of the Child on the sale of children child prostitution and child pornography	16 Sep 2005	09 Mar 2021
CRPD - Convention on the Rights of Persons with Disabilities	02 Jun 2010	07 Jun 2017

¹ This did not cover recruitment of the officers, for which there are constitutional provisions.

7.3 Consistency of the design, the activities and outputs with the intended outcomes and effects & relevance of the Theory of Change

The project is structured to act at various levels with complementary outputs supporting different structures and involving CSOs, as implementing partners. The project acts both on the supply and demand by supporting primarily two institutions, the Legal Aid Commission and the Judicial Department, and supporting channels and outreach at the community level. Overall, most of the funding was dedicated to institutional capacity building and aimed to enable the institutions to increase their outreach and performance. The various outputs were dedicated to mutually reinforcing each other and generating multiplying effects on the justice system's performance in targeting vulnerable groups and ensuring fair and efficient processes. In practice, this did not materialize due to the delayed Justice satisfaction assessments and CMS. Those were supposed to provide data on the sector's priorities and contribute to addressing the backlog of cases and the increased number of cases after awareness-raising campaigns. Sensitization was also rather general at the community level, whereas people addressed issues requiring professional legal experience. Coordination with other service providers to ensure that the relevant expertise could be deployed to address the legal issues raised faced also some limitations.

Figure 3: Intervention logic



8 Findings - Effectiveness

8.1 Achievements of project results

Overall, the project achieved most of its outputs, but most of the achievements took place in the second half of this 5 years project. The project could launch interesting dynamics for the various components, strengthening the capacity of dynamic institutions with some level of ownership. Some results remain limited since the main features of the projects, the case management systems, have only been recently implemented and could not play their role. At the same time, they were supposed to feed other components of the project.

Some of the specific objectives have not been achieved at the institutional level despite the 5 years project duration. The project implementation was also affected by procurement processes and occasionally compatibility with existing systems (software / ICT).

The election campaign in 2018 occupied the stakeholders in the various ministries and State institutions and stakeholders rotated at decision-making level. Besides, the COVID 19 affected the implementation of the activities, in particular at the community level. However, the project's stakeholders found a way to overcome and take the opportunity of this constraint. Indeed, good occasions were seized on digitalization at various levels, including the development of helplines and tele counselling and increased IT supports to the partners and interconnections of the offices. This approach contributed to help the access to justice, with the limitations of the access to telecommunication means.

The **budget** was split between the different outputs, emphasizing outputs 1 and 2, which mainly constituted in institutional support. The outputs 4 and 3.4, concerning activities at the population level, represented 19,8% of the total budget planned. As such, the project targeted vulnerable groups quite indirectly, and to a small extent compared to the overall budget. Grants were allocated quite early in the project, starting in 2018 for MSP and Empower Pacific. Obviously, the level of expenditures reflects the pace of the implementation. Activities 3.1 and 3.3 were redirected because of ownership by the institutions. A Justice Perception assessment was planned in 2016 and 2020 but could be implemented only in 2018.

Tableau 2: Details on the expenditures (approximate, based on the yearly CDRs)

	Project doc.	Exp. 2016	Exp. 2017	Exp. 2018	Exp. 2019	Exp. 2020	Exp. TOTAL	Percentage
Output 1 - LAC	2 197 400	16 589	223 694	549 828	717 684	362 247	1 870 042	85%
Activity 1.1 – CMS	827 000	7 921	26 533	320 497	279 315	235 942	870 208	105%
Activity 1.2 – Capacity building & assessment	1 055 400	8 668	146 930	150 592	358 444	123 563	788 197	75%
Activity 1.3 – Law reports	215 000				79 926	7 148	87 074	40%
Monitoring	100 000		50 231	78 000			128 231	128%
Output 2 - Judiciary	2 827 400	15 842	227 067		504 278	779 119	1 526 306	54%
Activity 2.1 - CMS	827 000	7 921	39 421	50 390	67 645	350 968	516 345	62%
Activity 2.2 – Capacity building	1 180 400	7 921	66 805	191 981	233 671	295 095	795 473	67%
Activity 2.3 – Law reports	465 000		51 210	118 545	103 373	62 997	336 125	72%
Activity 2.4 – Other entities	255 000		19 398		98 292	84 150	201 840	79%
Monitoring	100 000		50 231	78 000			128 231	128%
Output 3 – Institution's outreach	932 000		20 555	13 005	109 926	227 397	370 883	40%
Activity 3.1 – LAC offices	100 000						0	0%
Activity 3.2 – LAC Helpline	169 000		9 750		42 005	21 939	73 694	44%
Activity 3.3 – 3 information centres	284 000		9 750	8 885	24 280	13 389	56 304	20%
Activity 3.4 – Awareness-raising campaigns	371 000			1 286	79 239	190 225	270 750	73%
Monitoring	8 000					1 842	1 842	23%
Output 4 – Community level	1 459 102		285 418	614 513	544 374	173 040	1 617 345	111%
Activity 4.1 – Community Advocates design	430 000	16 531	205 010	132 649	24 997	21 574	400 761	93%
Activity 4.2 – Community Advocates implementation	914 102		2 186	400 402	516 982	149 622	1 069 192	117%
Monitoring	115 000		28 221	81 460		1 842	111 523	97%
Output 5 – project management & evaluation	1 198 759	33 488	242 118	333 700	328 316	263 081	1 200 703	100%
TOTAL		82 452	998 855	1 950 838	2 204 580	1 804 885	7 041 610	

Overall, after a phase of institutional support, the implementation of the CMS for both the LAC and the Judicial Department started. The systems are not in place yet. Helplines were also put in place to strengthen the connection with the population, and tele-counselling expanded. This allowed for overcoming the access challenges related to the geography of the country and the restrictions of movements caused by COVID 19, and in the context of Fiji also the severe weather events. There was overall a move for online services complementing the planned CMS and e-filing support.

Based on the project document, the following sections detail the effectiveness of the four technical outputs of the project. The results framework indicators are monitored in the progress documents and the reports submitted by the implementing partners related to their specific objectives. The details for the achievement of the various activities are mentioned in Annex.

8.1.1 Output 1

Enhanced institutional capacity of Legal Aid Commission to deliver access to justice for impoverished and vulnerable groups.

The project supported the ICT infrastructure of the Legal Aid Commission and the implementation of the CMS, aligned with the Judicial Department case management system and linked to the helpline, and this supported the Legal Aid Commission ability to open new satellite offices (6 opening in 2018² and 3 in 2019). The IT connection between those offices supported notably the role of the LAC in assisting prisoners.

The Legal Aid Commission case management system is linked to the helpline and aligned with Judicial Department case management system once operational. It then contributes to linking institutions together. At the institutional level, the Strategic Plan (based on a version finalized in 2016 under the REACH project) constitutes an excellent example for the region. The launch of the plan involved other Pacific Island countries, as well as other international stakeholders.. Knowledge exchange on legal aid also took place in South Africa, and the project supported a Regional Legal Aid Conference to present the work of the various legal aid institutions. Those initiatives helped networking between the institutions sharing similar challenges since HRADC could interact with similar agencies of various countries, for example.

Regarding the CMS more particularly, the previous system, referred to as the Legacy system by the staff, contains client details, but it does not possess a powerful and sophisticated tracking feature. It does not allow for modern days analysis and screening of clients. E.g., it does not capture client or applicants' detail, financial information and employment details. The system does not allow for generating statistics at this stage, so they are done manually by paralegal, lawyers, and unit heads. Also, the system does not provide a process that can track the efficiency and effectiveness of staff and the whole system in general. It lacks the check and balance necessary for monitoring the key performance indicators for individual/Unit and organization.

Legal Aid is currently in the process of renewing the CMS license from Microsoft. Upon renewal, the system should be up running from May.

The CMS manual is self-descriptive with flow charts it should be easy for staff to understand.

The system is expected to improve administration since the process and the timeline for key stages in the system are well defined.

² Labasa, Savusavu, Nabouwalu, Levuka, Korovou, Tavua, and Keyasi, Taveuni, Seaqaqa

The system has a strong check and balance features to monitor or identify bottlenecks and areas that need management attention for improvement and include a dashboard for key performance indicators.

Tableau 3 : Overview of the Key Milestones for the LAC CMS

Key Project Milestone							
No.	Milestone	Planned Start	Planned Finish	Actual Start	Actual Finish	Completed	Owner
1	Project Initiation	08-Jul-20	31-Jul-20	08-Jul-20	03-Aug-20	Completed	LAC/DXC
2	Analysis and Design	09-Jul-20	12-Aug-20	09-Jul-20	24-Aug-20	Completed	LAC/DXC
3	Functional Design Document	13-Aug-20	04-Sep-20	17-Aug-20	09-Oct-20	Completed	LAC/DXC
4	Sprint 1	08-Sep-20	25-Sep-20	08-Sep-20	28-Sep-20	Completed	LAC/DXC
5	Sprint 2	28-Sep-20	16-Oct-20	28-Sep-20	16-Oct-20	Completed	LAC/DXC
6	Sprint 3	19-Oct-20	30-Oct-20	19-Oct-20	19-Dec-20	Completed	LAC/DXC
7	Configuration and Licensing	30-Oct-20	30-Nov-20	23-Apr-21	27-Apr-21	In-progress	DXC/Microsoft License was held by Microsoft due to uncategorized org. In April 2021 LAC was awarded as Non-profit org.
7	Training (Super User)	10-May-21	13-May-21			Planned	LAC/DXC
8	User Acceptance Testing Round 1	11-May-21	13-May-21			Planned	LAC/DXC
9	User Acceptance Testing Round 2	17-May-21	19-May-21			Planned	LAC/DXC
10	Go Live	13-May-21	15-May-21			Planned	LAC/DXC
11	Warranty Period	31-May-21	31-May-21			Planned	DXC

Figure 4 : Views of the previous system

Client Table

Quick Search					
PRINT PREVIEW	SAVE CSV	FILTERS	RESET FILTERS	Go to table	FIND IT!
Type of Person	First Name	Last Name	Alias	Father's Name	Date of Birth
Adult	Kelevi	Ratiri			29-11-2006
Adult	Samuela	Beeby			24-11-1985
Adult	Adimeleki	Tuicaucan			01-07-1952
Juvenile	Nemani	Tadumaisere			18-11-1991
Juvenile	Simone	Servakalou			03-07-1991
Adult	Jane	Luvinitova			22-07-1983
Adult	Pita	Bau			14-12-1986
Juvenile	Mosesa Baleikumi	Vuethau			11-01-2006
Records 1 to 10 of 81046					
Go to page: 1					

Detail View

Client ID#	360	ADD NEW
Sex	Male	SAVE CHANGES
Type of Person	Adult	DELETE
First Name	Kelevi	DESELECT
Last Name	Ratiri	
Alias		
Father's Name		
Date of Birth	29 November 2006	
Race		
Province		
Phone Number	339 8843	
Residential Address		
Postal Address		
Photo	Upload new file	Choose File No file chosen

Detail View

Case ID#	3	ADD NEW
Court#	6/2006	SAVE CHANGES
LAC Office	Suva	DELETE
Client's Name	Pratap, Ronell Ravikesh CID#3	DESELECT
Date In	6 January 2006	
Assessment Start Date	6 January 2006	
Assessed By	Mr Shamil Jayant Ashak Ali	
Court Date		
Attendance Type	Hearing	
Date Closed	9 January 2006	
Court Type-Charge	Criminal, Trespass	
Specific Type of Court		
Station	Suva	
Plea	Not Guilty	
Court Decision	Imprisonment	
Rep.	Ms Kesala Baleiwal	
Application Status	Rejected	
Decision Date	9 January 2006	
Remarks	Does not qualify in terms of policy & guidelines	
Last Updated	2020-06-03 16:20:24	
Person Type	Adult	

8.1.2 Output 2

Enhanced institutional capacity of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.

With the project support, the Judicial Department finalized and launched its 2019-2023 Strategic Plan. The CMS started being implemented, at the time of COVID. ICT infrastructure and e-filing system were also put in place, with Fiji being the first country in the region to include such feature.

In addition, the project supported trainings to judges. This was not really done as part of a broader plan and a proper judiciary centre. Continuous legal education also happened in terms of dealing with emerging challenges, environment, digitalization.

So far, only a few courts are equipped with an IT system, but currently, there is no automated case management system in place for Judiciary. The new case management system was procured through a vendor in Australia for the software component and the hardware in Fiji. There are in the process of putting all the infrastructure and system together. It will then go through a gap analysis period to test usability in the Fijian judiciary context. The central online system is expected to be up running by the end of July. The offline system should be ready by August or September. Judiciaries are working closely with UNDP on a procurement plan, with the date and timeline on key activities and expected outputs.

The beneficiaries anticipate that the CMS will eliminate archaic processes that are no longer relevant for the modern day's justice administration. This will save time for judiciary staff and client as process will be automated. There will be no more lining up, printing etc.... so this will save cost for both judiciary' team and client for the same reason above. The 2nd component, the offline mode, will ensure that satellite offices in the rural areas can access key information for the administering of cases. These will be synchronized once they are connected back to the main system.

Law reports

After several years of backlogs, the publication of the law reports was also a significant result of the project to support the accessibility and transparency of justice in the Common Law system. They cover years since 2002, and 2018 is a double "Catch-Up Volume", which contains a significant number of unreported cases from previous years. In particular, the publication of Family Law Reports 2017-2020 (2 Volumes) was a significant achievement since family Law Reports were being published for the first time as part of the A2J Project. Family Law Reports were not being published due the need to keep family matters private as provided for in the Constitution and Family Law Act. Court staff have been trained by professionals from Australia to anonymize Family Court Judgments through UNICEF funding, which allowed for the publication of anonymized judgments.

This project component did not face any delay or specific issues, and several trainings were done.

The law reports allow for lawyers to get the judgement from the court and help to create jurisprudence in the country, of particular need since this is based on the common law.

Police

A2J equipped one police station with video camera for the registration of the audience, which contributes to the transparency and respect of the rules. Interviewees indicate that the police are cautious because they are under surveillance. This reduces the

chance of possible torture or physical assault during interviews. The commandment expressed its strong interest in such approach to be generalized in the country.

Fiji Human Rights and Anti-Discrimination Commission

The project contributed to support the organizational capacity and to connect the institution to international peers. This supported mutual learning and development, as well as experience sharing. According to the interviewees, this also contributes to creating “a clear pathway forward with concrete steps to become an accredited national human rights institution”. FHRADC did their own strategic plan 2016-2019 as well as corporate plan 2016-2017.

With the project funding, FHRADC also organized trainings on UNCAT and Mandela rules for all institutions with a mandate to detain. This included the prisons, police, customs and immigration, and Fiji Independent Anti-Corruption Commission (FICAC).

Correction services

The project opened space to work in prisons and start a new partnership, which was not planned in the project, increasing the number of stakeholders of the rule of law involved in the project, and facilitating the interaction procedures.

Correction Services requested assistance to the project to mitigate the challenges of the COVID-19, since, with the movement restrictions, the prisons and prisoners got isolated. The project provided laptops, Wi-Fi devices and data packages to help minimize the impact of the isolation on prisoners and detainees, with the intent to establish a safe and reliable means through which they could continue to attend hearings, continue to access legal counsel, and continue to hold family visitation. This proved to be quite efficient, notably by avoiding transportation while maintaining contact between people.

The support remains relatively limited, and the level of involvement of the correction services was minor in the project. However, now there is an opportunity for more engagement with correctional services.

8.1.3 Output 3

Strengthened service delivery of Legal Aid Commission and Judicial Department for impoverished and vulnerable groups.

Output 3 was oriented towards the provision of additional communication lines, complementing the institutional and performance strengthening of the two institutions. This aimed to enhance information on the justice process at the LAC and judicial department levels. This output had the lowest level of financial execution, notably due to the cancellation of some activities.

The project did not support the extension of the LAC coverage through additional offices since the LAC could implement it independently. LAC requested the project support to provide IT equipment to ensure interconnections between the various offices.

A helpline was installed in addition.

A court helpdesk was implemented in Suva's court. In 2019 and 2020, it served over 5,500 clients (3,344 M, 2,168 F) on case enquiries (1,826), directions to courts (1,513), general enquiries (644), probate/wills/Fiji National Provident Fund related questions (452). The project was supposed to support 3 of those but it was decided to reorient the funds.

8.1.4 Output 4

Strengthened capacity of non-governmental organisations to deliver accompaniment access to justice services for impoverished and vulnerable groups.

Three main lines of work reached out directly to the population:

- Through support to dedicated institutions, LAC and FHRDAC as reported above.
- Through the direct mobilization and training of community advocates
- Through grants to CSOs to provide assistance and dedicated services to vulnerable groups

In terms of geographical coverage, the work of the CSOs took place in several provinces:

- Empower Pacific targeted Lautoka, Kadavu, Ba, Ra, and Macuata
- MSP targeted Suva and Labasa
- Community advocates targeted Ba, Bua, Cakaudrove, Macuata, Rewa and Tailevu notably
- Legal Aid to Labasa, Vunisea and Kadavu.

The key areas of the project constitute the most populated areas of the country, where rural exodus would arrive, and in Kadavu because it is a hotspot for GBV and drug. The selection was made in cooperation with the police. The reports do not detail the actual coverage of the project within these target areas. However, the level of outreach to rural communities appears to remain quite limited, given the size of the territory notably. For example, in Kadavu, only two districts out of 9 were included, and those were the closest of the main town.

Those organizations provided various types of support depending on their core mandate and expertise, as a continuity of their usual activities. The registered number of beneficiaries is 2 685 for Empower Pacific, 46 457 for MSP, over 7500 people for FDPF outreach, including 5200 via the REACH platform. The support provided is of very different natures, in the case of MSP notably, and as such those figures only give an indication.

Community advocates

On the work of **community advocates**, after an initial training in 2017, a new training, more practical, was done in 2019 targeting 27 community advocates. There was then some discontinuity, and the work mostly started in the second half of the project.

The approach shifted to more locally based capacity building and involvement of other stakeholders, for training of trainers by 7 community advocates, reaching out to 555 Fijians according to the report. A specific concept note on the approach to community advocates was drafted to structure the work, and the project team undertook several visits in various locations. The participants were selected to ensure a representative coverage of the diverse provinces targeted (Ba, Macuata, Kadavu).

Interviewees do not mention receiving dedicated tools to organize their events and events organized in provinces are pretty limited because of funding allocations. The work at the community level was also affected by the COVID situation.

So far, there are no data available on the cases transferred to justice and addressed from the work of community advocates. They indicate notably *“We don’t have budget to implement organised training thus we only incorporate access to justice awareness materials when we go out to do our normal day job like visiting communities.”*

“There is no formal establishment from UNDP on how we suppose to monitor. We were only told to report what we’ve done in terms of village and report success stories.”

Fiji Disabled People Federation

The work of FDPF constituted in awareness on essential services and protections for persons living with disabilities, continued expanded registration of persons living with disabilities in some of Fiji's most vulnerable communities, including for the first time the Yasawa group. This was done notably through the REACH platform benefiting 5237 people during 2020 (2,475 women; 1,736 men); and providing 624 services (458 to women; 166 to men) to persons living with disabilities or family members representing their interests, such as distribution of mobility devices, registration in FDPF support networks and distribution of other essential items.

The grants covered the staffing costs, with some residual budget, since UNDP covered for FDPF participation.

FDPF conducted access audits of various facilities, notably all but two Legal Aid Commission offices in Central and Western divisions, resulting in recommendations to improve access for persons with disabilities. Works on Taveuni courts accessibility ramp has been notably completed. The audit reports outcomes and findings are still limitedly available and could be shared wider to key service providers.

Empower Pacific and MSP grants

Empower Pacific and MSP provided a vast variety of services from awareness-raising, including at schools and villages levels, counselling, psychosocial support, and various types of medical assistance, with a specific focus on Gender Base Violence. This included accompaniment/Referral of clients to other Services and Specialized Counselling Services for Child Abuse, Sexual and Gender-Based Violence and Violence Against Women. Most of the beneficiaries were women (around ¾ of the total). The project also contributed to increasing the coverage of the counselling services, and the deployment of female counsellors. As a result, new Child Abuse and SGBV cases were identified in the communities and the Counsellors and Social Workers undertook appropriate course of action.

The project supported the Provincial Administrator offices, especially during community visitation. According to interviewees in Kadavu, it has enabled the provincial administration to have holistic approach to community awareness, especially with the inclusion of Empower Pacific counsellor. Not only do they talk about the law, but they inform them about the legal/medical/physiological referral pathways.

The role of the counsellor was also particularly appreciated. In the Vunisea hospital, staff learnt a lot from the counsellor on the importance of care towards the psychological status of patients to ensure holistic health response. The staff mentions, *"Although she is not the staff, but she was always available when needed. She has counselled most of our patients and we are getting positive feedback from patients when they come back for their next medical checkup."*

Empower Pacific rapidly established a tele-counselling line on 23 March to better reach the most vulnerable all-around Fiji, and effectively circumvent any restrictions on movement, whether due to lockdown, tropical cyclone or any other reason. This is the first tele-counselling line established in the Pacific region.

The provision of additional IT equipment and rapid re-programming enabled Empower Pacific to continue and ramp up critical support to the population, despite movement restrictions, and benefit some of Fiji's most vulnerable populations.

Several **challenges** affected the results, at various levels:

- Transportation was the main challenge. In Kadavu, this was the case especially since Empower Pacific does not have any vehicle. The counsellor relies heavily

on other government departments to provide with lift from village to village. In Labasa, access is limited because of transport (bus schedule/Bus fare) 3 hours. to travel to Nabouwalu from Labasa and 3 return.

- Disasters – e.g., 5.3 magnitude earthquake that struck near Vunisea, Kadavu and recent Tropical Cyclones, implied the provision of safety plans in the project.
- Some communities faced measles' outbreaks, which led to cancelling some Community Awareness in the Central Division.
- There is a lack of proper facility to ensure privacy during counselling. Most of the time the counsellor will request to use a hospital room for counselling.
- There is a lack of understanding and communication amongst key service providers such as the police force and the hospital staff which sometimes compromised the pathways to justice. In some cases, some officers lack transparency when dealing with sensitive cases, especially when they know or related to the perpetrator. The police sometimes use a shortcut (no concern on emotional and psychological) to close off reported cases.
- People lack knowledge of the law and do not always have a positive attitude to learn more about the new laws. This is also the case for community gatekeepers, who still need to be enlightened with human rights and Justice support mechanism.
- Men are always close and not open about their family issues, whereby women are willing to share their problems and issues.
- Some limitations appeared in the legal advice from various service lines, highlighting the need for partners to stick to their areas when assisting members of the public.
- The process remains unclear and slow turnaround time for people to know the outcome of their cases.
- The lack of funding for activities made available to community advocates hired by the project limits their actual results.
- The lack of advocacy on child protection especially on health centre nurses is also a constraint.
- The community stereotyping and lack of understanding on the needs of disabled people remain. Some service providers still see disabled associations as liability partner.
- Some slow implementation and enforcement of disability laws and policies especially in the public transport system and other service providing areas like hospitals, prisons etc.

Factors of success include on the other hand:

- Good coordination with other government departments in the island.
- Good supports received from village headman.
- Willingness of people to open up their problem with the counsellor.
- Even though there is no formal workplan, A2J awareness was incorporated during village talks and visits to places where there are exchange platforms.
- Partnership and coordination from other project partners like LAC.

8.2 Results at outcome level

The project contributes to UNDP outcome 1803 *“By 2022, people and communities in the Pacific will continue to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice”*.

There are testimonies of results at the outcome level concerning the different interventions at the community level. The project contributed to strengthening the interactions between the population and the institutions.

The communities are/were aware of the various support facilities available if they need assistance, including those provided by LAC, CSOs and social welfare. They now have **better access to legal services** and counselling. They understand better the support services available such as police, hospitals, social welfare, counselling centers. People contact and book appointments with these service providers and contact the services back for counselling and medical follow-up. The number of new applications from rural areas has increased.

People are more **aware of the rights** as well as of the legal procedures. The evaluation team collected evidence of such evolution from anecdotal statements by the interviewees in the various sites visited. In addition, the training reports provide examples of this evolution, notably the MSP post-evaluation analysis. From the 2017 Human Rights workshop done in Labasa and Savusavu, in Labasa, from the results of the evaluation survey, a majority (83.1%) of the participants agreed fully that the awareness-raising and discussions had increased their knowledge on matters relating to access to justice, Fiji Bill of Rights, as well as human and rights and anti-discrimination issues, while 8.5% respectively stated to some extent. A majority (91.5%) agreed fully that the workshop had enabled them to understand the work of the HRADC, and 8.5% conveyed this was the case to some extent. In Savusavu, from the results of the feedback, a majority (85.3%) of participants agreed fully that the awareness-raising and discussions had increased their knowledge on matters relating to access to justice, the Fiji Bill of Rights, and human and rights and anti-discrimination issues, while a smaller percentage (i.e., 2.9%) respectively stated to some extent. A majority (85.3%) agreed fully that the workshop had enabled them to understand the work of the HRADC, while nearly 11.8% indicated to some extent.

In relation to increased awareness of the rights and legal consequences of abuses, stakeholders mention that this will influence people who should be, less likely to commit offences. This will need to be verified on the long-term.

In addition, the **service providers also understand the needs and priorities of the communities and the challenges faced by villagers and vulnerable populations.**

Human rights experts understand the different needs between urban and rural areas and the fact that socio-economic rights are more of a concern than civic rights at the grassroots level. Health staff now realized that dealing with patients requires a holistic approach and not only just medical response. It also about ensuring the emotional wellbeing of patients. The hospital is now planning to get a counsellor stationed in the Vunisea. The community visitation and advocacy by LAC have increased.

The **collaboration between the various stakeholders** also increased. Hospital staff now understands the justice referral pathway and relevant laws on domestic violence and child protection. The partnership with LAC and CSO has been strengthened. The coordination also improved as stakeholders can partner with other service providers like Social welfare from the referral process. The REACH platform also contributed to some of those results.

The results framework does not include indicators to measure the performance at the outcome and impact levels. The statistics by the grantees also mainly concern outputs with quantitative data on the immediate results.

The crime statistics available, which the police kindly shared with the team, do not identify some changes in terms of cases reported or identified at their level.

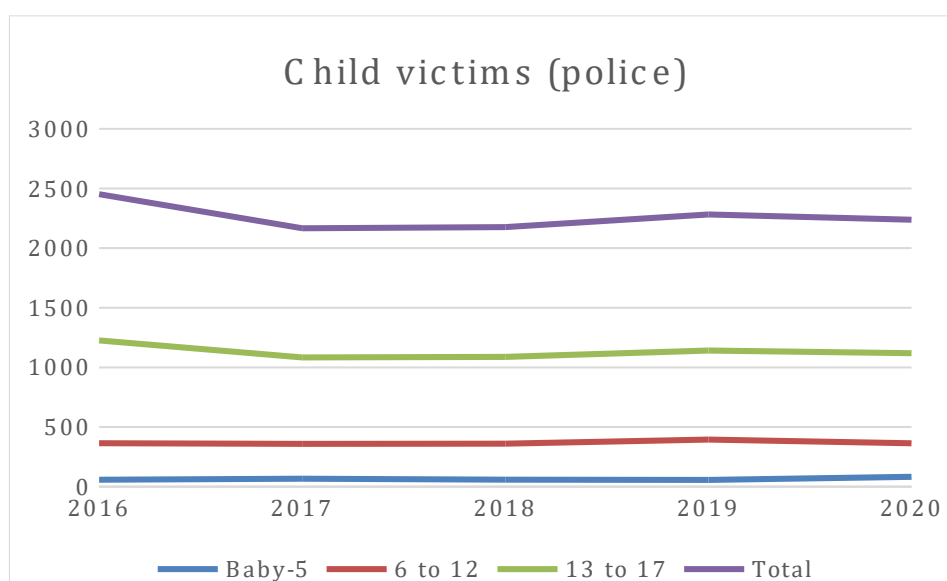
Indeed, the number of cases of GBV did not evolve over the past years.

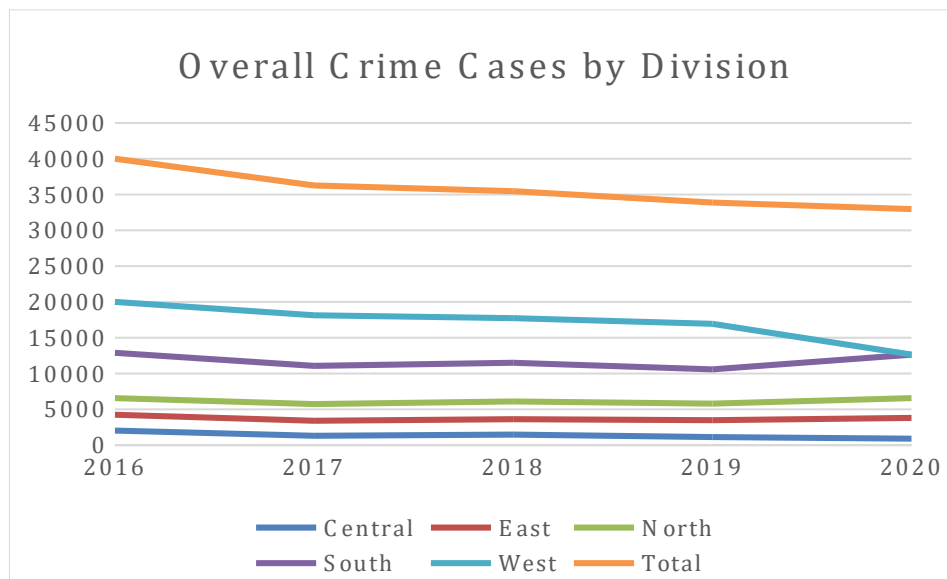
Tableau 4 : Crimes statistics (source : police)

Victims (Women with Disability)

Offences	2016	2017	2018	2019	2020
Defilement of intellectually impaired persons	1	1	2	0	0

CRIMINAL OFFENCES		Year					
		2015	2016	2017	2018	2019	2020
AGAINST PUBLIC MORALITY							
	Rape and Attempted Rape	284	327	210	195	250	241
	Indecent Assault	164	199	168	192	180	139
	Defilement of children under 13 years of age	6	3	5	0	3	0
	Defilement of young persons between 13 to 16 years	134	127	94	93	78	53
	Incest	1	5	1	0	0	2
	Sexual Assault	67	84	72	102	75	116
	Abduction of person under 18 years of age with intent to have carnal knowledge	72	114	103	120	86	81
	Others Against Public Morality	1,986	835	389	244	159	154
	Total	2,714	1,694	1,042	946	831	786
	Against Drugs Ordinance/Act	479	524	685	1,058	1,222	1,413





Results of the capacity strengthening activities at the outcome level are not visible. However, the number of cases dealt with by the Legal Aid Commission evolved from 16 667 legal advice in 2016 to 20 504 applications and 26 725 advisory services in 2020.

The Case Management Systems' performance and effects will appear in the long run. They are expected to support the performance of the structure and then the reliability and legitimacy of the formal justice system. This will depend on how the users utilize it and their roles and influence in the overall judicial. The CMS should increase in turnaround time for cases and increases in new cases and clear the backlog and strengthen the management of the justice process, more particularly the data and information management. The CMS should then have results on the efficiency in managing cases and other administrative assignments, reducing the case process time, and improving the completion rate of cases. Staff is alert to the need to be efficient and ensuring that processing time is shortened.

8.3 Positive or negative, intended or unintended, changes brought about by the project's work.

The partnership structure of the project contributed to support the capacities of the CSOs involved. This constitutes a rather indirect and positive effect since it was not the primary purpose of the project. Some stakeholders acknowledged getting more legitimacy and being invited to government meetings, and more consideration by donors. At the organization level (Provincial Office), with more awareness, there are expectations that the provincial office to increase resource allocation for women divisions. As part of the stakeholder engagement, the partners can leverage additional support. For example, CSOs supported by the project received legal support free of charge.

At the community level, interviewees indicated conflicts of traditional and religious beliefs over women's empowerment to speak during a village meeting. New values related to human rights sometimes create discussion, especially in rural areas dominated by traditional values and culture where religious beliefs should not be compromised, and men are the dominant figure in the community. There were then clashes of opinion because of how the community interprets the Human Rights and Rights of the vulnerable.

Community awareness-raising and outreach created many discussions in the village, especially when the traditional method of justice used in the village's clashes with the laws in place by the government.

Interviewees also mention that the families are torn apart when a formal legal process comes into play whereby the husband is sent to jail and the husband family disowns the wife. As a result, the woman faces many economic and social challenges of living in the village and not being supported financially and socially by his husband's family. In the Fijian culture, the extended family has the responsibility to take care of these women, but this never happens after the formal proceeding from the justice system.

Stakeholders also report different understanding levels between the service providers. For example, the police would allow traditional apology to sort out cases of abuses. At the same time, MSP would suggest that victims get counselling and be briefed on their legal rights and consider if they wish to proceed with legal action.

According to interviewees in the locations visited, the demand for services increased strongly, bypassing the capacities of some services, such as the LAC, with increases also in the staff workload. Some ended up working in the weekend because of the caseload. The project amplified demands for community outreach and visits, including from communities that the project did not include.

8.4 Gender Considerations

The project integrated gender in its approach, content and results.

Gender perspective appears in the design, implementation and monitoring of access to justice interventions. The overall intervention logic is partially based on addressing gender issues, women's vulnerabilities about the justice system, and more generally support vulnerable groups. This is a priority and an entry point to strengthen rule of law institutions and promote human rights-based approach and equity.

In the project document, the different outputs of the project are rated 2 "Promotes Gender Equality in a significant and consistent way", based on the IASC gender marker.

The project document makes numerous references on studies and analyses highlighting the challenges of access to justice concerning Gender-Based Violence from the design stage. The government labelled Fiji's crisis of violence against women as a national shame³. Studies conducted by the International Center for Advocates against Discrimination highlighted that GBV cases get an actual reduction in sentence in 33% of the cases because of socio-cultural norms, including traditional forms of reconciliation, gender stereotypes and rape myths.

Data are disaggregated by gender in the reports, including at the grantees level, in most of the cases. The project had a strong component of support to gender, with a primary focus on GBV and promotion of the voice of women in the communities, notably by giving them a voice. MSP and Empower Pacific services benefited women to a large extent.

In terms of results at the community level, stakeholders interviewed mention that chiefs slowly embrace that women should be given a voice during village meeting and other development consultation forums. Some are encouraging more women to share their needs during village consultation and meetings. Women are empowered to report

³ There are regular articles in the newspapers, strong advocacy by NGOs such as Fiji Women's Crisis Centre, Parliamentary Speaker's Debates and every month the Office of the Director of Public Prosecutions releases data on the number of formal indictments filed in the courts by the DPP for incidents of serious sexual offences, as part of raising awareness of this issue. (For example, for the month of April 2016, there were 57 incidents as follows: rape 41, attempted rape 2, defilement 1, and sexual assault 13).

violence and other forms of injustice that they face in their village. For example, a single mom who has been a victim of Domestic violence for 17 years has finally lodged a formal complaint to the police after her husband knifed him. A group of women in Nabukelevu mentions: *We usually absorb the physical and emotional challenges that we go through in life because we believe that we are the wives and absorbing these challenges is part of our responsibilities as a wife and a mother to the children. The project has opened our eyes to see avenues where we can go for assistance for physiological and legal support.*

9 Findings - Efficiency

9.1 Efficiency and cost effectiveness of the implementation strategy and approaches, conceptual framework and execution

Regarding **finances**, the overall level of expenditures varied, with little left over based on the last report available (data until March 2020), but a carry-over of 700 00 USD from 2019 to 2020. The total funding received was 7,130 million USD for a total budget planned of 9,217 million USD. UNDP contribution is the shortfall to the project funding, since the 800 000 USD that UNDP was bound to allocate based on the project agreement were never allocated. UNDP met part of the financial commitment and the rest of able to meet due to budget cuts at corporate level. The failure to meet obligations was discussed with donor and it was agreed that it balance which UNDP could not pay did not have adverse impact on the results of the project.

For the CMS, LoAs were signed with the Judicial Department for 1 046 446 USD and with LAC for 286 278 USD, so most of the project costs were handled by UNDP.

The Case Management System represented each 15%, while capacity-building activities for LAC and the Judicial Department represented over 1 million USD each of the budget, of which 70% spent as of December 2020.

The grants component amounted to grants between 311 000 and 325 000 USD each, allocated to FDPF, Empower Pacific and MSP, plus 140 000 USD to the Fiji Association of the Deaf. Hence the grants were rather limited and represented around 15 percent of the overall budget like each of the CMS. However, they provided significant results with results at the beneficiary level with direct assistance, counselling, and medical care. Despite the small investment compare with the overall budget, the effectiveness was high as the grantee maximized resources.

The amount dedicated to the law reports was also quite significant, amounting to over 400 000 USD due to the fact that almost 10 years of Law Reports by 2 volumes were to be published.

Since a significant component was on outreach, the **communication and visibility** components were significant, using various media platforms by the institutions and by UNDP, including different social media. The service providers are more visible. They are able to be present in some public forum to promote their work. E.g., District meeting/Friendly North festival. This also contributed to increasing the EU and UNDP visibility, including at the community level. At the local levels, the relays of the gate keepers, promoting the message during their engagement in meeting and awareness, and district meetings at the provincial level were also significant.

The overall project duration of 5 years was quite long in terms of timeframe, but rather usual for an EDF funded project. Because of procurement issues, LoA were signed at the end of the project to support the CMS implementation. A no-cost extension was granted in 2020, for the implementation of the remaining components of the project,

notably the CMS, and to mitigate the effects of the COVID 19. The contract for the CMS component with the Judicial Department was only signed in 2020 for example.

Since this is a new project, the **limited implementation capacities** of some partners explain part of these delays. On the CMS, conflicting views on the selection and potential conflict of interests also explain the difficulties in implementing this component.

The COVID crisis obviously but the efforts to adapt the intervention to this new context of crises are particularly noticeable and are documented in the 2020 ROAR. The various partners proved good reactivity and agility to move towards digitalization to minimize the effects of the pandemic since work was notably interrupted at the community level.

At the community level, stakeholders mention **little planning and coordination** of the activities, in some cases because of delay in the procurement process at UNDP level. Since there was no clear calendar and that trainings were a bit ad hoc, in some cases, the timing was not suitable for people in the village due to prior. Obviously, given the context, some level of flexibility is also understandable.

UNDP did not pay expenses related to the rollout of community advocacy and recruited engaged volunteers' network to carry out community advocacy, but logically with limited guidance on planning activities and reporting of results. Allowances for volunteers increased the reach, though.

Some community advocates and provincial authorities conducted awareness visits to coordinate with other government-funded community outreach since they did not have a dedicated budget for A2J awareness. There were also some good practices over cost-sharing when carrying out awareness. Sometimes, legal aid will offer transportation and invite other project partners to be part of their community awareness program because of the importance of their roles to the justice pathways.

Because of the high cost of transportation to reach villages, it is impossible to see a real **cost efficiency** to the project when targeting those remote areas. However, stakeholders mention that services provided are value for money due to the positive feedback received from service users who are mainly women.

The materials provided for the community outreach activities appear a bit inconsistent. Some stakeholders mention that they did not receive any support to help them with the awareness-raising sessions. In contrast, others refer to valuable templates and Information, Education and Communication (IEC) materials provided by UNDP, notably to understand social inclusion and gender. It does not appear either that there were standardized materials across the different CSOs mobilized to get a standardized and consistent approach that could form part of an overall national implementation plan.

9.2 Project management structure

The **project management structure** evolved throughout the project, with some changes in the project responsibilities at UNDP level and some synergies with the REACH project.

The project management team changed several times, with various levels of communication with the partners. The changes included shifts of responsibilities within the team, notably concerning synergies with the management of the REACH project, and the positioning of a technical advisor at the same level as the project manager. The Project Manager for A2J covered REACH and PSSG from 2016 to 2019, under the Access to Justice, Rule of Law and Human Rights Programme. Hence, the division of responsibilities and the approach was not always very clear.

The **project board** met nine times, roughly every six months, as planned in the project document. It benefited from the involvement of high levels managers in each of the institutions involved, highlighting the project's significance for the various institutions.

In 2019, two LoAs were concluded in May 2018 with the Judicial Department and the Legal Aid Commissions. Technical reports are due at the very end of the project, and as such, the achievements are mostly described in the UNDP general reports. This aimed to facilitate the procurement of the Case Management system.

9.3 Usefulness of the monitoring systems and accountability of results

The project document planned for an M&E system based on UNDP procedures in that respect and it detailed the various reporting, governance and evaluation activities planned. There was no updated M&E plan for monitoring visits notably.

A Mid Term Review took place in 2019 and two ROM missions in 2019 and 2020, given the delay of the project implementation.

Those analyses made the following recommendations, primarily targeting the organizational aspects of the project. There was a management response to the MTR recommendations.

Tableau 5 : Recommendations of previous evaluations

ROM 1 2019	MTR	ROM 2 2020
Fine tune their working relations with all three target groups, in order to find solutions to the accumulated complex situations and disappointments. UNDP should boost its efforts in intensifying its dialogue with national counterparts.	1: Project Board Composition – include CSOs	The continuation and scaling up of the benefits produced through the intervention could be very much supported by an eventual formalization of the justice sector coordination group introduced through the Pacific Security Sector Governance (PSSG) pilot project.
Review the intervention logic and the set of indicators in terms of statements, baselines and targets, in order to measure the achievement of results in line with the requirements underpinned by the EU's PCM concept. In addition, develop an internal monitoring tool and to provide sex-disaggregated data on all levels, also compatible with the EU requirements and best expectations	2: Clarify Target Groups and M&E Framework	In order to ensure adherence to the provisions of the Financing Agreement and to support and facilitate the presentation of the achievement at the end of the intervention, consider revisiting the PCM/LFA Logframe in order to: reformulate the indicators at output level, include target values and baselines at all intervention logic levels, include gender related indicators and sex disaggregated data.
Provide annual reports describing not only the activities carried out, but also delineating the challenges encountered and solutions proposed. In addition, reporting on the results achievement levels and providing information on the amendments made to the work plan are also	3: Establish of Working Groups	Consider adjusting the Monitoring and Evaluation system utilised in the frame of the management of the intervention, for ensuring ability to report against the indicators of the revised/ improved PCM/LFA Logframe and compatibility with the EUD reporting requirements. The adjustment should ensure availability of information on the indicators' values, measuring method, frequency of

recommended. Furthermore, all deviations from the cost sharing (percentage) of UNDP staff vis-à-vis planned/budgeted human resources must be clearly explained.		measurement, as well as responsibilities for measuring and for reporting.
Review the situation regarding the non-governmental organisations' grants, in order to ensure that output 4's expected results are achieved in a realistic timeframe, thanks to the planned activities to reach the vulnerable and impoverished population (especially women) in remote areas.	4: Consider Establishment of Justice Sector Coordination Group w/Secretariat	Consider supporting the request for a budget-neutral time extension by attaching to it an updated work plan (including a sustainability strategy) and time schedule, the revised/ improved Logframe, and the revised Monitoring and Reporting System.
	5: Broaden Engagement in the Justice Sector Beyond A2J Project	Consider elaborating a sustainability strategy for the intervention-generated benefits, which would address stakeholders' roles, planning for follow-up interventions/ action, maintenance of the CMSs, operation of the Helpdesk and helpline, resourcing and financing of the Justice Training Institute, and operation of an M&E function for the LAC and JD strategic management and the services and outreach activities of CSOs and community advocates.
		Consider to the Project Board the inclusion of the four grantee CSOs as members (as per FA indication), in order to further support their ownership and commitment, and to ensure a key contribution of theirs and of the whole CSO community to the continuation and scaling up of the intervention-generated benefits.

Regarding the MTR recommendations, the project board did not endorse the implementation of working groups for ICT or Institutional Strengthening (recommendation 3) but agreed to establish a Grant / CSO working groups. Recommendation 1 on integration of NGO implementing partners to the Project Board was not endorsed either by all the participants, including UNDP and State partners. However, there is nothing stopping the Board from having CSOs that assisted under the Project to attend and brief the Board as and when requested.

Recommendation 2 was endorsed, and 4 and 5 did not led to further actions since some related dynamics were in place but not formalized and structured as recommended. This said, the limitations remain on the results framework and the reporting.

At the activity level, efforts to M&E were made, notably in grants to CSOs. Forms and feedback mechanisms ensured that the audience increased their skills due to the training. Those results do not appear in the yearly reports of the grantees or of UNDP. At the community level, stakeholders interviewed mention no formal arrangement to ensure timely reporting and monitoring of behavioural changes and success stories.

As mentioned earlier, the indicators did not really reflect the results at the outcome level and mainly concerned perception rating. They were monitored without many details and explanation on the scoring. Indicators at the outcome level could be, for example:

- evolution of the number of GBV cases identified by the social services and the number of cases brought to justice,
- increase of the number of calls to LAC from rural areas and vulnerable groups,
- the evolution of the number of legal claims by disabled people and from remote areas,
- the decrease of the backlogs and duration of the treatment of cases at the LAC and judiciary.

10 Findings - Partnership strategy

10.1 Adequacy of the partnership modalities

The project contributed to support partnerships at various levels, and to some extent, partnerships were a key component of the project implementation and results. Stakeholders also recognized the added value of the technical support provided by the UNDP team to design and implement the activities and assist with the implementation of the activities.

The A2J project-built **partnerships** between UNDP and the State institutions in charge of access to justice for vulnerable groups the relative innovative aspect of the project also explains why a significant component was dedicated to capacity building of the institutions so that they can perform their duties. Partners mention that they were involved all along with the project from the earliest stages. The creation of partnerships is then a significant result, not only with UNDP but also with other stakeholders, such as between the provincial council and the Fiji Police, Ministry of Health, Office of the Roko tui, the department of Social welfare and community leaders during the inception phase. However, the late signing of the LoAs illustrates some challenges in anticipating the specific dynamics at the partner level for the procurement of the CMS in particular and an ad hoc adaptation to specific challenges related to implementing this component of the project.

It also opened **interactions between the State institutions and the CSOs** to strengthen their collaboration in providing assistance and services to the population. LAC was involved with the three grantees notably. This allowed stakeholders to have a better understanding of their respective mandates, to respect each other boundaries, as well as each other views and mandates.

This was also of particular interest for CSOs since most UNDP projects are at regional level and other projects bring in CSOs but at a regional level.

There is a formal coordination mechanism under the UN RCO by outcomes of the UN Strategy for the Pacific Islands, notably outcomes 2,5 and 6, respectively covering gender equality, governance and community engagement, and human rights. Beyond this, UNDP is already part of a working group with UNFPA, UNICEF and UN Women that addresses gender issues and programming. It looks for areas of collaboration on gender and SGBV-related issues, but this remains at the UN level only.

In addition, Diplomatic Corp in Fiji and the Aid Coordination Unit in the Ministry of Economic only set back this forum's effectiveness to cover the justice sector. They do not involve the technical level of staff and mainly concern general strategic and political overview of the interventions. UNDP will continue its active role within the context.

As mentioned in the previous reviews⁴, there is no formal coordination mechanism to bring together all donors and rule of law stakeholders. Such a mechanism would allow monitoring the evolution of the sector, joint analysis of the progress, of the challenges to target the referral mechanism and a holistic and systemic approach. As such, linkages and synergies mainly were ad hoc and related to projects, around the A2J project, or the Police support and REACH projects. The project started to initiate interventions on the rule of law and access to justice. Still, the absence of such mechanisms limits the integration into a long-term development plan and integrated systemic approach to strengthen the overall justice chain. Some reports also indicate that other CSOs conduct similar work, but there is no mention of synergies and coordination⁵, and no follow-up is undertaken with their participants.

UNDP organised table meetings for donor coordination, but this did not occur over the past years. The EU funding is notably completed by core funding from DFAT to UNDP and funding by various donor to the other rule of law projects, such as REACH and the Support to the Police.

10.2 Complementarities and overlap with existing partner's programmes.

The project had strong synergies with the REACH project. Some activities in the results framework of the CSO partners and their reporting cover some activities of the REACH project, and the distinction between the two projects was not always very clear. The LAC strategy, which the A2J activities covered in the project document, was put in place under the REACH project.

As a reminder, the REACH project was funded by Japan for a total amount of 2 685 000 USD and a duration of 42 months between June 2015 and December 2018. The objective of the projects was *"to promote peacebuilding, 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'"*. According to interviewees, there were no clear coordination mechanisms for the activities between the two projects, notably in terms of planning, frequency and sequencing of the visits to communities. In some cases, the communication on those missions was limited, which did not maximize the audience of the activities.

The Fiji Police Force Support Project started in June 2020 and should last until 30 June 2024 for an amount of 4 275 532 USD, funded by New Zealand. It will emphasize improving the ability of the Fiji Police Force to provide early access to justice and promote gender equality and empowerment of all women and girls. It includes the capacity of justice institutions to apply an inclusive and human rights-based approach in empowering women and girls.

Other players / stakeholders such as UNWOMEN and OHCHR are doing Access to Justice with other partners, including women organizations. Some connections took place notably for the work at the community level and in relations with REACH, since UNWOMEN supported the role of the Ministry of Women and social affairs in the process and referral mechanisms, but with the limitation mentioned above in terms of synchronization of the two projects.

⁴ ROM 2020, 02/04/2020

⁵ Empower Pacific, 2019 Highlights and Plans for 2020 (power-point)

11 Findings - Social inclusion

The project aimed at supporting access to justice for vulnerable groups, paying specific attention to equity and social inclusion. Stakeholders mention results at institutional level in that respect: *“We’ve seen an impact at the national level will the amendment of the employment relation act and the introduction of the 2018 ACT 4 Rights of people with Disabilities. The enactment of the “2018 Right of the person with Disabilities Act” could be attributed to the work done by the project.”* According to some other stakeholders, this results is also largely due to Fiji being a signatory to Convention on the Rights of Persons with Disabilities.

The audits of facilities (9) checked on the level of accessibility for disabled people, and some facilities improved afterwards. However, the team did not see a consolidated review of the changes following all the audits. The project contributed to progress in reaching out to disabled people, by involving the related CSOs under the umbrella of the FDPF. This increased the sensitization of the participating stakeholders with some effects on the disabled groups. FDPF indicates that they slowly see inclusiveness and the recognition of human dignity in people with disabilities. For example, most government programs and planning platforms now include them: *“The Fiji National Election office has now agreed to physically visit houses of disabled people located near polling stations to cast their votes while others can cast their votes through the mail. This is an attribute to the awareness and advocacy done through the project.”*

Service providers also indicate that they have different perspectives when it comes to infrastructure development in rural areas. They ensure that it is safe and accessible for disabled people. For example, they implement ramps for wheelchair users in all community halls.

According to interviewees, the decision-making process in village are sensitive to the needs of people with disability, for example, when building infrastructures accessibility factors are now considered.

The project also contributed to specific messages on the COVID for deaf people on TV.

Specific approaches were sometimes promoted, according to the CSOs, with the prioritization of disabled and vulnerable people (women, children and the elderly) when they are profiled with a swift response and with home visitation for disabled clients.

No specific issues were identified in terms of ethnic repartition of the actual challenges for access to justice.

The actual results framework of the project mentions in most of the output “access to justice for impoverished and vulnerable groups”. Still, it does not explicitly reference the objectives in terms of social inclusion with specific indicators to target the most vulnerable groups. All the institutional and organizational aspects of capacity building have a rather general scope logically.

Data available is not really disaggregated to illustrate the specific types of social vulnerabilities addressed, out of gender and age disaggregated data submitted in the CSO yearly reports. One indicator on output 3 concerning the LAC mentions “Number of people indicating increased understanding and awareness of their rights as a result of awareness campaigns disaggregated by provider, topic, and for people by sex, geographic and population group” and the results 118,738 female; 8,323 males; 64 LGBTIQ.

The project also considered the perspective of the LGBT community, which could notably benefit from MSP integrated packaged service as it provides medical, legal and counselling support. The number of LGBT beneficiaries remains somewhat

limited, nonetheless. They remain vulnerable in terms of access to social services, justice and police since people are still limitedly sensitized.

In the context of village life, interviewees mention that the project contributes to having the needs of vulnerable populations more recognized in different governance levels (village/Provincial/National level). At the community level, chiefs are recognizing the needs of vulnerable people. *“People are starting to report domestic violence, rape, child molestation as the result of community awareness and parents better understood their responsibilities under Child protection Act.”*

12 Findings - Sustainability

Exit strategies do not appear explicitly in the project agreement. There was no specific sustainability plan, but the project aimed to ensure the sustainability of the results through constant involvement of the partners and integration of the approach into the national system.

Several institutional dynamics illustrate the ownership and interest of the institutions to support further the project achievements. Interviewees mention that sustainability was discussed at the beginning of the project, and there is a commitment to maintaining IMS. However, it is not clear if this will be consistent across all the beneficiary institutions. Stakeholders requested a budget from the Parliament, and since the government is constitutionally bound, stakeholders believe that the same practice will continue.

However, the impact of the COVID 19 may reduce the financial capacities and priorities of the government, with a strong emphasis on health. The economic downturn consecutive to the COVID 19 will also impact the various stakeholders' financial capacities in the long term.

Some additional projects also contribute to further efforts to the institutions and the justice system and strengthen the rule of law using other leverages. Those projects are notably:

- Fiji police project, funded.
- REACH II
- Medical Services Pacific has received another grant from the EU and continues their child helpline with the Ministry of Women.

In first place CSOs, organizations will face challenges to maintain their office in the various locations, including for the payment of offices rents etc... since HRDAC and LAC rely on government allocations. However, the activities funded by the project are part of their mandate and regular activities so that the efforts will continue.

At the **community level**, the sustainability of the work of the various stakeholders deployed by the project is more uncertain. Their role is not clearly defined in the long term or integrated in an overall institutional strategy. They are not equipped to work independently with similar tools/materials and objectives or reporting mechanisms consistent all over the country in relation to local governance mechanisms. This said, the stakeholders of the projects usually undertake their own community awareness-raising without EU funding since it is part of their mandate.

At the **beneficiary level**, cases that are raised through the referral pathway are followed up by the legal aid commission in some cases. Still, there is no clear plan to follow up on the various types of cases in the diverse communities.

13 Lessons learned and best practices.

The project raised several lessons learned:

- There is a need for continuous project meetings and discussions throughout the project cycle with all the key stakeholders to ensure communication flow.
- Strengthened capacity assessment of the partners' dynamics and capacities can contribute to mitigating the administrative challenges.
- Location and literacy level influence the role of traditional values and religious beliefs.
- Following protocol (Sevusevu) to gain approval from community gatekeepers for the team helps to facilitate awareness, as illustrated by the project experience.
- Clear delineation of roles and responsibilities in project teams is essential to ensure that dynamics are maximized within the project team.
- The M&E system should include monitoring the various levels of effects and impacts in the rule of law to ensure that results are reported upon and documented.
- There is a lot of information gap in the rural areas about the legal pathways and which needs to be covered in future community awareness. Still, awareness via radio and television allows for mass coverage and reach.
- The village's traditional governance and justice system need to be treated cautiously, so the transition of the modern justice system is smooth and well-received by villagers.
- There is an emerging trend of social and economic implication and challenges faced by single women/Parents that have been separated from husband as the result of Legal action taken on domestic violence or other forms of abuses.
- The increase in awareness has led to the demand for more services to the Legal Aid. While this is a positive indicator, it has also posed questions of capacity to the legal Aid.

Some good practices also appear:

- Building the capacities of institutions in digitalization is particularly adequate to meet the challenges of geography and particularly in COVID time.
- Associating different categories of stakeholders in the project supports interactions and national dynamics.
- Agile adaptation and flexibility of the programming to seize opportunities and revise the approach can mitigate the consequences of unexpected crises and create new opportunities.
- The ability of CSO or grantees to access key governance platforms in rural areas such as the Bose ni Tikina (District Meeting) or Bose Va Koro (Village meeting) is a positive indicator of good coordination and partnership at the community level.
- The sharing of resource personnel (Counsellor) by government departments (Health/Social welfare/Provincial administrator office etc...) in rural, isolated areas is encouraging and should be promoted. A whole government approach will save costs in the long run.
- Partnerships amongst CSO and government department to conduct joint awareness provide better value for money. It also eases logistic and preparatory work for villagers to receive delegation bearing in mind that villagers typically prepare food and drinks to thank the visiting team, which is a traditional protocol to almost every village in Fiji.
- Printing and distributing IEC materials seems to be the most sustainable way of spreading key messaging to communities, especially with simple messaging,

graphs and flow charts to show processes and pathways. Hard copies can be kept on the nursing station or village hall for reference to the villagers.

- Establishing a helpline by grantees (MSP and Empower Pacific) for help is innovative and proves effective, especially for people who can't access support facilities on time. It ensures that service is responsive, and feedback or advice is provided in a timely fashion.

14 Conclusions

The A2J project constituted a step forward to articulate the support to Fijian institutions in providing services and reinforcing the rule of law throughout the country. The project was innovative in various ways, strengthening knowledge and organizational capacities and making justice more accessible for some vulnerable categories in crucial places.

The project built on institutional dynamics and strengthened the key institutions in terms of access to justice,

This is also key given the level of abuses and limited access to formal justice faced in the first place by women in rural areas, face, and which increase with the COVID crisis. The project contributed to results at various levels (institutional, organizational, operational) and to strengthen existing institutional dynamics to support the rule of law:

- through increased interactions with various constituencies, in first place State institutions of the justice chain and CSOs.
- bringing institutions closer to the communities,
- and supporting the formal justice system performance in addressing vulnerabilities of the population

The project could adapt to the pandemic to support further digitalization and remote access to justice services.

Serious delays in the implementation of the CMS affected the overall cross-fertilization of the different components of the project. Still, all the project components should be implemented by the end of the project. Nonetheless, mid to long-term results will be appreciable in the long run. This said, the project contributed to increasing the level of knowledge on justice pathways, reporting cases, and utilizing counselling, medical and legal service provided by the project partners.

It contributed to influencing behavioural changes, especially people in the rural area, due to community awareness and advocacy. It also contributed to reducing the vulnerabilities of women. The project also contributed to the further inclusion of vulnerable groups, including disabled ones, through a more robust understanding of their needs and better access to services. However, some challenges remain in the clarification, further strengthening the work at the community level and targeting remote areas in the vast territory of Fiji Islands.

The project has some potential for replications in other islands, providing that administrative challenges are anticipated and clarified before the project ends.

15 Recommendations

The following recommendations are intended to UNDP and State institutions, and concern priorities for future interventions, building on the dynamics created by the project.

1. Continue to the creation of a **comprehensive support system** with clear interactions and a dedicated platform with all the stakeholders so that the referral pathways and the roles played by each partner are clear and coordinated.

2. Support **structuration of the work at the community** level, in terms of roles and responsibilities, strengthening of the resource available at the community level (local relays, focal points in the remote communities, official tools and materials for the community advocates translated in relevant languages). This forms part of the improvement of the services provided by Judiciary, LAC and HRADC and other stakeholders. The current governance structure for villages and settlement are well guided by the iTaukei Affairs Board and Ministry of Rural & Maritime Development, which constitute interesting stakeholders to engage with.
3. Support the work for harmonization between the **traditional and formal justice** system to avoid conflicts over norms in the communities. This aspect could be also discussed during the awareness sessions to support understanding and ultimately compliance.
4. **Extend sensitization and services to rural areas**, especially in the maritime areas to address the high cost of transportation to access legal service in Suva (see linkages with rural court system) and ensure a strategic selection of locations.
5. Encourage **partnership and cost-sharing** arrangements amongst government departments and CSO, especially on key critical positions vital in rural areas and cannot be sustained further after the project. The ownership will be on the Government of the day to approve the cost sharing partnership through Government grants to NGOs and CSOs.
6. Support **quality procedures** in administering justice to end user in terms of feedback, explanation of processes and the rights of people.
7. Ensure an accurate assessment of the partners' capacities to implement the output and potential challenges and avoid issues such as the delay in the implementation of a key component of the project.
8. Ensure the **monitoring of the CMS results** to identify key needs, priorities, potential gaps and limitations in the justice chain and linkages between the different institutions and adjust the next interventions accordingly, as part of improvement of the services provided by Judiciary, LAC and HRADC.
9. Support the **Judiciary department, Legal Aid and Police to meet regularly** to solve factors that contribute to delays in accessing justice e.g., missing files, unavailability of judges etc.
10. Continue the work to support **access to justice for the most vulnerable groups** (marginalized and underrepresented groups, in first place women), including possibly one-stop-shop that is accessible to people with disability to minimize the cost of accessing justice.
11. Continue to **embed the community advocate in the communities** and their collaboration with local CSOs/ CBOs such as women organization. Communities not targeted in the rural communities should have an annual awareness on the legal process, avenues of assistance, rights of individual etc.
12. Strengthen the monitoring of the outcome and impact of the project to ensure that all results are captured and documented and that potential bottlenecks to have results on the cases reported and legal prosecution are identified and can be addressed.
13. Continue to support **synergies and complementarities** with the other projects in the rule of law sector (support to the police, REACH, women empowerment activities), including joint strategic and operational planning, such as sharing workplans, to maximize the dynamics and efficiency. This should include further capacity building of the police to ensure accountability and transparency of their work and further integrate the perspective of the disabled in other projects, such as public service infrastructure, or further efforts to limit stigmatization and discrimination. The overall approach for social inclusion is also linked with a

broader government programme to strengthen the road and communication infrastructures to rural areas.

14. UNDP to ensure that its financial commitment are respected based on the agreement with donors, even if it does not have adverse impact on the results of the project, based on the current discussion on mainstreaming of UNDP contributions.

ANNEXES

1. TORs

1. Consultancy information
<p>Consultancy title: Final Evaluation for UNDP Pacific Fiji Access to Justice Project</p> <p>Duration: 30 working days; estimated between January – February 2021.</p> <p>Duty Station: Suva, Fiji, with possible travel within the country **** <i>Pending travel restrictions, may be home based instead.</i></p>
2. Background and context
<p>The Fiji Access to Justice Project, funded by the European Union and implemented by the United Nations Development Programme, supports access to justice for impoverished and vulnerable groups through empowering people to access legal rights and services through the relevant key justice institutions, in conjunction with strengthening those key justice institutions to undertake improved service delivery. The project seeks to “Empower Fijians to access justice and strengthen Fijian key justice sector institutions to deliver access to justice, particularly for impoverished and vulnerable groups”. The Legal Aid Commission and the Judicial Department are the two key justice institutions entry points for access to justice, along with links to other institutions, and are being strengthened under this project.</p> <p>The development challenge that the Fiji Access to Justice Project seeks to address comprises two symbiotic components. First, the need to enhance empowerment of impoverished and vulnerable rights holders to access legal rights and services through relevant key justice institutions to obtain access to justice. Second, the need to strengthen key justice institutions duty bearers to realise and protect legal rights and provide service delivery to impoverished and vulnerable groups to deliver access to justice.</p> <p>The project's theory of change is: In support of the enhancement of overall governance systems in Fiji, access to justice in Fiji for impoverished and vulnerable groups will be improved through empowering people to access legal rights and services through the relevant key justice institutions, in conjunction with strengthening those key justice institutions to undertake improved service delivery. The LAC and the Judicial Department have been identified as the two key justice institutions entry points for access to justice, along with links to other institutions, and will be strengthened under this project. Non-governmental organisations will also be strengthened under this project to deliver accompaniment access to justice services, particularly for impoverished and vulnerable groups.</p> <p>The beginning of the design for the Fiji Access to Justice Project was undertaken following the adoption of a new Constitution in 2013, democratic elections in 2014, and then the reestablishment of Parliament, when all key stakeholders engaged in discussions, research and analysis on potential areas of support for reform in Fiji. On 16 June 2015, the Fiji Government and the European Union signed the National Indicative Programme 2014 – 2020 under the 11th European Development Fund which identified public administration reform and governance as a focus area to contribute to fostering democracy, governance and political stability. Following this the European Union engaged in further consultations with a broad range of stakeholders and identified improving the functioning of the justice system and facilitating better access to justice for the underprivileged as a priority area. On this basis, and with the strategy for the entry points to address the Development Challenge already determined, the next stage of the more detailed Project Design was undertaken by UNDP during the period October 2015 to April 2016.</p> <p>The Project Document (Description of the Action) was agreed and then signed by the Chief Justice, Chairman of the LAC and the UNDP Country Director on 7 and 8 July 2016. The Fiji Government and EU Financial Agreement and Project Launch was undertaken on 29 August 2016. The EU and UNDP Delegation Agreement was signed on 5 October 2016, with retroactive implementation date for commencement on 11 July 2016, and the first financial instalment was received on 3 November 2016. The inaugural Project Board Meeting was conducted on 18 October 2016 with the Chief Justice, Chief Registrar, Acting Director LAC, EU Head of Cooperation, UNDP Country Director and UNDP Programme Manager participating. For Project implementation, the focus for the first four months (July to October 2016) was primarily on the arrangements for the establishment of the Project and the initiation of procurements, with commencement in the main activity implementation from November 2016 onwards.</p>
3. Purpose of the evaluation

The Fiji Access to Justice project runs from July 2016 to December 2020. This final evaluation is being conducted in concurrence with the evaluation timeline in the project document, to provide insights and feedback on the progress of the project to date. The evaluation will be forward-looking and utilisation focused, and will elaborate lessons and best practices to inform programming in the next phase of the project.

As per the OECD/DAC criteria, this evaluation will assess relevance, effectiveness and efficiency, sustainability and impact of the project and of the results. The evaluation will assess the intended and unintended outcomes/results of the Fiji Access to Justice project and recommend strategies for future operational and programmatic effectiveness from similar initiatives in comparable situations.

The evaluation serves as an important accountability function, providing national stakeholders and partners in Fiji with an impartial assessment of the results, including gender equality results, and human rights based approach of this project. The findings and recommendations of the evaluation will inform the key stakeholders of this evaluation, namely the Judicial Department and Legal Aid Commission, civil society organisations, UNDP and other UN agencies.

4. Evaluation scope and objectives

Scope

The final evaluation will include the period of 11 July 2016 – 30 November 2020, mainly based in Suva (if international travel permits) with possible travel to Lautoka, Labasa and/or Kadavu. The evaluation will cover programme conceptualisation, design, implementation, monitoring and evaluation of results. The evaluation will also focus/assess performance of indicators /against targets agreed with the donors. The dates of implementation may change to 2021 contingent upon operational priorities.

In addition to assessing the relevance, effectiveness and efficiency of the Fiji Access to Justice project, the final evaluation will explore the key factors that have contributed to the achieving or not achieving of the intended results; determine the extent to which the Fiji Access to Justice project contributed to building capacities; addressing crosscutting issues of gender and human rights; forging partnership at different levels, including with government, donors, UN agencies, and communities; sustainability of the Fiji Access to Justice project for continued realisation of results; and to draw lessons learned and best practices and make recommendations for future programming of projects of similar nature.

Specific evaluation objectives are:

1. To determine the relevance and strategic positioning of UNDP support to Fiji Access to Justice and whether the initial assumptions remain relevant for the project;
2. Assess the progress to date under each output and what can be derived in terms of lessons learned for future UNDP support towards capacity building and service delivery in Fiji Access to Justice;
3. How the interventions succeeded to strengthen application of a rights-based approach, gender mainstreaming and participation of other socially vulnerable groups such as children and the disabled;
4. Assess the overall contribution of the project to the state of good governance, rule of law and human rights observance in the country.

Target Audience

UNDP, donor (EU), the project partners, beneficiaries and stakeholders other external human rights and justice stakeholders, external donors and other relevant users of the report.

5. Evaluation questions

The final project evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability and partnership strategy:

Relevance

1. To what extent is UNDP's engagement in Access to Justice a reflection of strategic considerations, including UNDP's role in the particular development context in Fiji and its comparative advantage vis-a-vis other

partners?

2. Was the design of the project adequate to properly address the issues envisaged in the formulation of the programme?
3. Are the activities and outputs of the programme consistent with the intended outcomes and effects?
4. To what extent has UNDP capacity building support contributed to influencing national policies/strategies?
5. To what extent was UNDP's selected method of delivery appropriate to the development context?

Effectiveness

1. To what extent have project results/targets been achieved or has progress been made towards their achievement?
2. What has been the contribution of other UNDP projects, partners and other organizations to the project results, and how effective have project partnerships been in contributing to achieving the results?
3. What were the positive or negative, intended or unintended, changes brought about by the project's work?
4. To what extent did the project benefit women and men and vulnerable groups equally?
5. To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?

Efficiency

1. Has the project implementation strategy and approaches, conceptual framework and execution been efficient and cost effective? Are they sufficiently sensitive to the political and development constraints of the country?
2. Has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated and used strategically to achieve outputs?
3. To what extent were quality outputs delivered on time?
4. Could a different approach have produced better results?
5. How is the project management structure operating?
6. To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly? Did it help ensure effective and efficient project management and accountability of results?

Sustainability

1. What indications are there that the project results will be or have been sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
2. To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
3. To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
4. How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?

Partnership strategy

1. To what extent were partnership modalities conducive to the delivery of outputs?
2. Are there current or potential complementarities or overlaps with existing partners' programmes?
3. How have partnerships affected the progress towards achieving the outputs?
4. Has UNDP worked effectively with partners to deliver on this current initiative?
5. How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote Access to Justice in the country?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Gender and Human Rights Based Approach

1. To what extent has gender been addressed in the design, implementation and monitoring of Access to Justice interventions? Is gender marker data assigned this project representative of reality?
2. How were gender issues implemented as a cross-cutting theme? Did the project give sufficient attention to promote gender equality and gender-sensitivity?

3. To what extent did the project pay attention to effects on and consider needs of marginalized, vulnerable and hard-to-reach groups, for example women, youth and people with disabilities?
4. To what extent was the project informed by human rights treaties and instruments?
5. To what extent did the project identify the relevant human rights claims and obligations?
6. How were gaps identified in the capacity of rights-holders to claim their rights, and of duty-bearers to fulfil their obligations, including an analysis of gender and marginalized and vulnerable groups, and how the design and implementation of the project addressed these gaps?
7. Social inclusion - How did the project consider the plight and needs of the vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?

Based on the above analysis, the evaluator is expected to provide overarching conclusions on the project results in this area of support, as well as recommendations on how the UNDP Pacific Office in Fiji could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities for similar future initiatives.

6. Methodology for the evaluation

The final evaluation will be carried out in accordance with UNDP Evaluation Policy, UNEG Evaluation Norms and Standards of Evaluation and Ethical Standards as well as OECD/DAC evaluation principles and guidelines and fully compliant with the DAC Evaluation Quality Standards (206). The evaluation will be undertaken guided by the Purpose, Scope and Objectives and the Evaluation Questions outlined above. This final evaluation involves qualitative and quantitative methods to evaluate programme implementation and performance, and make recommendations for the remainder of the programme next programme cycle. Analysis leading to evaluative judgements should always be clearly spelled out. The limitations of the evaluation framework should also be spelled out in the final report.

The final evaluation will be carried out by an independent evaluator, and will engage a broad range of key stakeholders and beneficiaries, including government officials, donors, civil society organizations, etc. This evaluation is expected to take a “theory of change” (TOC) approach to determining and analysing causal links between the interventions that UNDP Fiji has supported, and observed progress in access to justice at the country level. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits as applicable

The final methodological approach including interview schedule, and data to be used in the evaluation will be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluator.

Data Collection

The final evaluation will be carried out through a wide participation of all relevant stakeholders including the UN, the Government of Fiji institutions (Judicial Department, Legal Aid Commission, Police, Fiji Human Rights and Anti-Discrimination Commission), CSOs, development partners and rights holders. Field visits to selected project sites; and briefing and debriefing sessions with UNDP and the government officials, are envisaged. Data collected should be disaggregated by sex, age and location where possible.

In order to use existing sources/information and avoid duplication, data will be mainly collected from various information sources through a comprehensive desk review that will include the analysis of relevant documents, information, data/statistics, triangulation of different studies etc. Data will also be collected from stakeholder key informants through interviews, discussions, consultative processes, and observations in field missions. This phase will comprise:

- i. Review and analysis of relevant documents, including government programmatic documents & reports, UN(DP) strategic documents, project documents, monitoring data & reports, recent studies and research reports, developmental and social reports, (see list attached and relevant links);
- ii. Critical analysis of available data with regards to the national guiding documents as well as the intended project inputs to the government.

The final evaluation will benefit from and optimally use the data collected through other evaluation exercises, such as the project mid-term evaluation, EU-driven Results-Oriented Mission evaluation, programmatic surveys/evaluations, donor reports, outcome evaluations to determine the effectiveness of the project in supporting the achievement of national priorities. Other documents to be reviewed are in Annex 1.

7. Evaluation products (Deliverables)

With support from the Access to Justice Programme Manager and Deputy Programme Manager and in close consultation with the Integrated Results Management Unit, and evaluation reference group, the consultant shall provide the following deliverables:

- i. **Inception report:** The evaluator will prepare an inception report that details the evaluator's understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the measure by which each question will be evaluated. The inception report will be discussed and agreed with partners and UNDP before the evaluator can proceed with site visits.
- ii. **Draft evaluation report** - The consultant will prepare the draft evaluation report cognisant of the proposed format of the report and checklist used for the assessment of evaluation reports. The report will be submitted to the evaluation reference group for validation. Comments from the evaluation reference group, and stakeholders will be provided within 10 days after receiving the draft report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The evaluator will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report. The report will be produced in English.
- iii. **Final evaluation report.** The final evaluation report will include comments from the evaluation reference group, and will be submitted 10 days after receiving all comments. This will be submitted to the evaluation reference group through the UNDP Country Director for validation. It will include recommendations, policy options and conclusions.

8. Evaluation team composition and required competencies

Functional competencies

- Minimum Master's degree in in the fields of Law, Human Rights, Conflict Prevention, Development Studies, International Development, Political Science, or any other relevant university degree;
- Minimum 5 years of professional experience in areas of democratic governance, rule of law, access to justice international human rights law or international relations, regional development, gender equality and social services;
- At least 10 years of experience in conducting evaluations of government and international development organisations;
- Direct experience with civil service capacity building is an added advantage;
- Excellent writing skills with a strong background in report drafting;
- Demonstrated ability and willingness to work with people of different cultural, ethnic and religious background, different gender, and diverse political views;
- Ability to use critical thinking, conceptualize ideas, and articulate relevant subject matter in a clear and concise way;
- Fluency in English is required.

Corporate competencies

- Demonstrated integrity by upholding the United Nations' values and ethical standards;
- Appreciate differences in values and learning from cultural diversities;
- Promotes UNDP vision, mission and strategic goals;
- Displays cultural, gender, religion, race, nationality and age-based sensitivity and adaptability;
- Demonstrates diplomacy and tact in dealing with sensitive and complex situations.

Professionalism

- Demonstrates professional competence and mastery of subject matter;
- Demonstrated ability to negotiate and apply good judgment;
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results.

Planning & Organizing

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan	Inception report	5 days
Inception Meeting Initial briefing		
Documents review and stakeholder consultations	Draft report	20 days
Field Visits		
Data analysis, debriefing and presentation of draft Evaluation Report		
Validation Workshop		
Finalization of evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP Fiji.	Final evaluation report	5 days
Total number of working days		30 days
<p>****Time in between for deliverables requiring review by UNDP and Partners should be factored into overall scheduling – but should not affect the overall number of working days allocated to this project.</p>		

- Establishes, builds and maintains effective working relationships with colleagues to achieve the planned results.

9. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses unless with the express authorisation of UNDP and partners.

10. Implementation arrangements

UNDP will be responsible for the management of the consultant and will in this regard designate focal persons for the evaluation and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.) The UNDP will take responsibility for the approval of the final evaluation report in liaison with the partners.

The designated focal point will assist the consultant in arranging introductory meetings with the relevant parties in UNDP, partners and government and civil society.

- The consultant will work full time, based in UNDP Pacific Office in Fiji. Office space and limited administrative and logistical support will be provided. The consultant will use her/his own laptop and cell phone.
- The consultant will report to the Access to Justice Programme Manager and the evaluation reference group that will review progress and will certify delivery of outputs.

11. Financial Proposal

The financial proposal must be expressed as an all-inclusive lump sum amount in USD, presented in the following template:

	Unit cost (USD)	No.	Total
a) Professional fee:			
b) Daily Subsistence Rate:			
c) Other costs (specify):			
Total (lump sum):			

Notes:

1. The information in the breakdown of the offered lump sum amount provided by the Offeror will be used as the basis for determining best value for money, and as reference for any amendments of the contract;
2. The agreed contract amount will remain fixed regardless of any factors causing an increase in the cost of any of the components in the breakdown that are not directly attributable to UNDP;
3. Approved local travel related to this assignment will be arranged and paid by UNDP Fiji;
4. The contractor is responsible for arranging and meeting the cost of their vaccinations and medical/life insurance.

12. Schedule of payments

Cost

Interested consultants should provide their requested fee rates in USD when they submit their expressions of interest. Fee payments will be made upon acceptance and approval by the UNDP and MOJLPA of planned deliverables, based on the following payment schedule:

Inception report	10%
Draft Evaluation and Lesson Learned Report	70%
Final Evaluation and lesson learned Report	20%

TOR annexes. These provide links to supporting background documents and more detailed guidelines on evaluation in UNDP:

1. Intervention results framework and theory of change.

Theory of Change: In support of the enhancement of overall governance systems in Fiji, access to justice in Fiji for impoverished and vulnerable groups will be improved through empowering people to access legal rights and services through the relevant key justice institutions, in conjunction with strengthening those key justice institutions to undertake improved service delivery.

Results Framework – Per UNDP Fiji Access to Justice Project Document

Expected Outputs	Output Indicators	Baseline 2015
Expected Outputs	Output Indicators	Baseline 2015
Output 1 Enhanced institutional capacity of Legal Aid	1.1 Quality of Legal Aid Commission case management system: rated using a set of key features for case management system and reports from case management system with a four-point scale of very good 4 = 100% for all features, good = 3 for 75 to 99% of all features, poor = 2 for 50 to 74% of all features, very poor = 1 for less than 50% of features, and no existing system = 0.	
	1.2 Strategic planning and budgeting capacity of the Legal Aid Commission: rated using question of 'how would you rate the Legal Aid Commission capacity to plan their operations strategically, to budget efficiently and manage gender equality' using an average score of all relevant experts on a four point scale corresponding to the following four response categories: very good = 4, good = 3,	

Commission to deliver access to justice for impoverished and vulnerable groups	poor = 2, very poor = 1, and not yet assessed = 0.	
	<p>1.3 Competence (skills and knowledge) of Legal Aid Commission staff (lawyers): rated using question 'to what extent do you agree that Legal Aid Commission staff (lawyers) have the professional skills, legal training and knowledge required to effectively undertake their duties' using an average score of all relevant experts and focus groups on a four-point scale corresponding to the following four response categories: full agree = 4, partly agree = 3, disagree = 2, strongly disagree = 1, and not yet assessed = 0.</p>	
	<p>1.4 Availability of free legal assistance for impoverished and vulnerable groups: rated using question 'how often do impoverished and vulnerable groups actually receive free legal assistance at all stages of proceedings against them?' using an average score of all relevant experts, focus groups and document review on a four-point scale corresponding to the following four response categories: very often = 4, often = 3, rarely = 2, never = 1, and not yet assessed = 0.</p>	
<p>Output 2 Enhanced institutional capacity of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.</p>	<p>2.1 Quality of Judicial Department case management system: rated using a set of key features for case management system and reports from case management system with a four-point scale of very good 4 = 100% for all features, good = 3 for 75 to 99% of all features, poor = 2 for 50 to 74% of all features, very poor = 1 for less than 50% of features, and no existing system = 0.</p>	
	<p>2.2 Strategic planning and budgeting capacity of the Judicial Department: rated using question of 'how would you rate the Judicial Department (court) capacity to plan their operations strategically, to budget efficiently and manage gender equality' using an average score of all relevant experts on a four point scale corresponding to the following four response categories: very good = 4, good = 3, poor = 2, very poor = 1, and not yet assessed = 0.</p>	
	<p>2.3 Competence (skills and knowledge) of Judicial Department staff (Judges): rated using question 'to what extent do you agree that Judicial Department staff (Judges) have the professional skills, legal training and knowledge required to effectively undertake their duties' using an average score of all relevant experts and focus groups on a four-point scale corresponding to the following four response categories: full agree = 4, partly agree = 3, disagree = 2, strongly disagree = 1, and not yet assessed = 0.</p>	

	2.4 Number of Other Constitutional Bodies supported disaggregated by institution and nature of support. (<i>Specific indicators to be developed when nature of support is further defined, for example for HRADC 'Capacity of HRADC strengthened supporting the fulfilment of nationally and internationally ratified human rights obligations.' From UNDP SP 2.3.1).</i>)	
Output 3 Strengthened service delivery of	3.1 % of callers to the toll-free helpline in the Legal Aid Commission indicating that services were provided at a satisfactory level.	0
Expected Outputs	Output Indicators	Baseline 2015
Legal Aid Commission and Judicial Department for that impoverished and vulnerable groups.	3.2 % of users of the information centres in courts indicating that services were provided at a satisfactory level.	0
	3.3 Number of people indicating increased understanding and awareness of their rights as a result of awareness campaigns disaggregated by provider, topic, and for people by sex, geographic and population group.	0
Output 4 Strengthened capacity of non-governmental organisations to deliver accompaniment access to justice services for impoverished and vulnerable groups.	4.1 Competence (skills and knowledge) of NGO staff rated using question 'to what extent do you agree that NGO staff have the professional skills, legal training and knowledge required to effectively undertake their duties and address gender equality' using an average score of all relevant experts and focus groups on a four-point scale corresponding to the following four response categories: full agree = 4, partly agree = 3, disagree = 2, strongly disagree = 1, and not yet assessed = 0.	0
	4.2 Number of networks of community advocates established, operational and producing regular monitoring disaggregated data and analysis reports.	0
	4.3 Number of people indicating increased awareness or satisfaction with services provided by networks of community advocates disaggregated by provider, topic, and for people by sex, geographic and population group.	0
Output 5 Effective Project Management	5.1 Number of communications and visibility materials and events conducted in accordance with the agreed communication and visibility plan.	0
	5.2 Number of independent project evaluations with results shared and discussed with project board.	0

INDICATORS	Original Targets per EU Financing Agreement
Component 1: Institutional capacity building and service delivery	
Case management databases operational for LAC and courts	Existence of CMS database (2017) CMS analysis reports (2018)
Quality monitoring policies and procedures adopted by LAC	Quality monitoring policies and procedures adopted and applied (2017/18)
5-Year strategies in place for relevant institutions	LAC and JD strategies in place (2016)

Strategies created and implemented for key management and human resources policies and procedures in LAC	Job descriptions, HR policies (2018)
Training needs assessment and training plan completed	Training needs assessment (2016) Training plans implemented annually (2017- 20)
Baseline survey of relevant stakeholders completed	Baseline survey (2016)
LAC participates in international exchanges	First international exchanges (2016)
Comparative law reports available within 18 months, and Fiji law reports available starting from 12 month after start	Comparative law reports available to LAC and JD (2017)
	Fiji Law Reports printed by 2020, with rolling publication from 2016
5 LAC offices supported	5 LAC offices (2017)
3 information centres opened in courts	3 information centres in courts (2016/17)
The opening of an operational hotline with an increasing number of users	Hotline established (2017)
Court users perceptions and public perception of LAC and court efficiency and quality improved 20% over the duration of the project	Baseline survey (2016)
Component 2: Accompaniment	
Realization of accompaniment services in at least 4 communities used for piloting the initiative	4 pilot areas covered (2018)
The realization of awareness raising services in cooperation with the LAC annually	1 LAC/NGO awareness campaign
Baseline Survey conducted and monitoring of progress	Baseline Survey (2016) Monitoring (2017)

2. Key stakeholders and partners (including but not limited to).

- a. UNDP
 - i. Resident Representative, Head Effective Governance, Project Manager & Staff
- b. European Union
 - i. Head of Cooperation; Head of Governance
- c. Judicial Department
 - i. Acting Chief Justice
 - ii. Chief Registrar
 - iii. ICT Department
- d. Legal Aid Commission
 - i. Acting Director
 - ii. Deputy
 - iii. ICT Department
- e. Fiji Human Rights & Anti-Discrimination Commission
 - i. Director
 - ii. Lai / Irene (community advocate support)
- f. Fiji Corrections Services
 - i. Commissioner or delegates.
- g. Grantees
 - i. Medical Services Pacific
 - ii. Empower Pacific
 - iii. Fiji Disabled Persons Federation
 - iv. Fiji Association for the Deaf
- h. At least one UNDP Community Advocate (site visit possible to Central and/or Norther Divisions)

- i. UN Women – Suggested: Abigail Erikson, Programme Manager – Pacific Partnership to End Violence Against Women & EU Spotlight
- j. OHCHR – suggested: Thomas Huneke, Senior Human Rights Officer and Representative a.i.

3. Documents to be reviewed and consulted (including, but not necessarily limited to).

- a. UNEG standard for evaluation in the UN system, UNDP evaluation policy
- b. UNDP handbook on planning, monitoring and evaluation of development results
- c. United Nations Pacific Strategy
- d. Sub Regional Programme Document 2018-2020
- e. EU Financing Agreement with Fiji
- f. Fiji Access to Justice UNDP Project Document
- g. Project annual work plans
- h. All Project annual reports
- i. Project board minutes
- j. Results-Oriented Annual Reports (ROAR) 2017-2020
- k. Mid-Term Review
- l. EU Results Oriented Mission Report
- m. Fiji Justice Needs and Satisfaction Survey
- n. Grant Agreements and Grantee Reports
- o. Community Advocates Concept note & reports

4. Evaluation matrix template.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/Success Standard	Methods for Data Analysis

5. Outline of the evaluation report format.**Structure of Inception report:**

Introduction	1.1. Objective of the evaluation 1.2. Background and context 1.3. Scope of the evaluation
Methodology	2.1. Evaluation criteria and questions 2.2. Conceptual framework 2.3. Evaluability 2.4. Data collection methods 2.5. Analytical approaches 2.6. Risks and potential shortcomings
Programme of work	3.1. Phases of work 3.2. Team composition and responsibilities 3.3. Management and logistic support 3.4. Calendar of work
Annexes	1. Terms of reference of the evaluation 2. Evaluation matrix 3. Stakeholder map 4. Tentative outline of the main report 5. Interview checklists/protocols 6. Outcome model 7. Detailed responsibilities of evaluation team members 8. Reference documents 9. Document map 10. Project list
	11. Project mapping 12. Detailed work plan

Structure of Final Evaluation Report

Indicative Section Description and comments	Indicative Section Description and comments
Title and opening pages	<ul style="list-style-type: none"> • Name of programme or theme being evaluated • Country of programme • Name of the organization to which the report is submitted • Names and affiliations of the evaluators • Date
Table of contents	
List of acronyms and abbreviations	
Executive summary	<ul style="list-style-type: none"> • This should be an extremely short chapter, highlighting the evaluation mandate, approach, key findings, conclusions and recommendations. Often, readers will only look at the executive summary. • It should be prepared after the main text has been reviewed and agreed and should not be circulated with draft reports.
Chapter 1: Introduction	<ul style="list-style-type: none"> • Introduce the rationale for the evaluation, including mandate, purpose and objectives, outline the main evaluation issues including the expected contribution at the outcome level, address evaluability and describe the methodology to be used. Refer to the outcome model and evaluation matrix, to be attached as annexes.
Chapter 2: The Development challenge	<ul style="list-style-type: none"> • In addition to providing a general overview of historical trends and development challenges, specifically address the development challenge in the rule of law sector. • Explain how issues surrounding the promotion of access to justice is addressed by government, and how it is reflected in national policies and strategies. • Also provide information on the activities of other development partners in the area.
Chapter 3: UNDP response and challenges	<ul style="list-style-type: none"> • Against the background of Chapter 2, explain what the project has done in this area (purely descriptive, not analytical). • Provide the overarching outcome model, specifying the results frameworks for the project, descriptions of the main project activities, especially if they are going to be assessed later.
Chapter 4: Contribution to results	<ul style="list-style-type: none"> • Against the background of Chapters 2-3, analyse findings without repeating information already provided. Also, minimize the need to mention additional factual information regarding projects and programmes (these should be described in Chapter 3). Focus on providing and analysing evidence relating to the evaluation criteria. • Preferably, structure the analysis on the basis of the main evaluation criteria: <ul style="list-style-type: none"> o Relevance (of UNDP's involvement and the project approach)

	<ul style="list-style-type: none"> ○ Effectiveness (in contributing to the achievement of project outcomes, outputs). ○ Efficiency (in delivering outputs) ○ Sustainability (of the project outcomes, outputs) ○ Gender considerations ○ Social inclusion <ul style="list-style-type: none"> • In addressing the evaluation criteria, the narrative should respond to the corresponding questions identified in the evaluation matrix and provide a summary analysis of the findings. • Partnerships play a key role in ensuring that primary stakeholders achieve outcomes. As such, all evaluation criteria should cover relevant aspects of partnership: i.e., how were they relevant; how effective were they in contributing to the achievement of project outcomes, outputs; how efficiently were they managed; and how sustainable are they? • Where appropriate, discuss cross-cutting themes separately using the main evaluation criteria. • Do not allow the discussion to drift into conclusions and recommendations.
Chapter 5: Conclusions and Recommendations	<ul style="list-style-type: none"> • Conclusions are judgements based on evidence provided in Chapter 4. • They are pitched at a higher level and are informed by an overall, comparative understanding of all relevant issues, options and opportunities. • Do not provide new evidence or repeat evidence contained in earlier chapters. • Recommendations should be derived from the evidence contained in Chapter 4. • They may also, but need not necessarily, relate to conclusions. • In line with the nature of the evaluation, some recommendations may be more strategic in nature, while others may be more action-oriented. • Recommendations should be important and succinct. • Please limit to 5-10.
Annexes	<ul style="list-style-type: none"> • ToR for the mid-term evaluation. • List persons interviewed, sites visited. • List documents reviewed (reports, publications). • Data collection instruments (e.g. copies of questionnaires, surveys, etc.). • Assessment of the progress by outcomes and outputs, in relevance to the nationally defined goals. • Photos • Stories worth telling (most significant changes [MSC])

6. Code of conduct forms.

<http://www.uneval.org/document/download/548#:~:text=The%20UNEG%20ethical%20guidelines%20for,Norms%20and%20Standards%20for%20Evaluation>

ANNEXE 2. List of persons interviewed, and sites visited.

Area	Organization	Name of staff
Suva	UNDP	▪ Tevita Dawai – Deputy Project Manager
	UNDP	▪ Levan Bouadze – Resident Representative
	UNDP	▪ Revai Mekanje Aalbaek – Team Leader for Effective Governance
	UNDP	▪ Julie Vandassen - advisor project manager
	Legal Aid	▪ Shanin Ali – Director Legal Aid ▪ IT Officer
	Judiciary Department	▪ Yohan Liyanage – Chief Register
	Fiji Disable People Federation	▪ Joshkho Wakaniyasi – President ▪ Lanieta Tuimabu – Office Manager
	Medical Service Pacific	▪ Ashna Sharleen - Country Director ▪ Taina Gucake - counsellor ▪ Sereima Senibici - M&E Officer
	Fiji Police Force	▪ Itendra Nair - Deputy Commissioner ▪ Aiyaz Ali - Assistant Superintendent
	Fiji Human Right and Anti-discrimination Commission	▪ Ashwin Raj - Director
	European Union	▪ Francesco Ponzoni
	DFAT	▪ Illesia Lutu - Senior Programme Manager
	OHCHR	▪ Akuila Sovanivalu – Human Rights Officer
	Legal Aid	▪ Jowen Sign - Officer in charge
LAUTOKA/NADI	Judiciary Department	▪ Jerry Davovulalima - Deputy Registrar
	BA Provincial Council Office	▪ Iosefo Vereivalu - Assistant Roko ⁶ – Nadi ▪ Bikoca Bulamainaivalu - Women Divisions
	Narewa Village Headman	▪ Samu Tuidraki - Community advocate
	Nadi Advisory Councilor	▪ Amit Kumar - LGBT Community
	Empower Pacific	▪ Patrick Morgan - CEO ▪ Prem Singh - Counselor
	MSP	▪ Elizabeth Rova - Legal/Project
	MSP	▪ Kinijoji Drauna – Logistic ▪ Paulini Gadolo – Protection /Legal ▪ Laite Lasese – M&E Physio.
LABASA	Legal AID	▪ Patricia Mataika - Officer in Charge
	Judiciary Department	▪ Ashwin Kumar - Deputy Register
	UNDP	▪ Mohammed Shanil – Community Advocate
	Empower Pacific	▪ Amy Ucanibaravi - Counsellor
KADAVU	Ministry of Health	▪ Dr Leen Puamau - Medical Officer
	Kadavu Provincial Administrator & Assistant Roko Tui Kadavu	▪ Ropate Rakadi - Provincial Administrator ▪ Filimoni Taka - Assistant Roko Tui
	Social Welfare	▪ Lanieta Navakamocea
	Nabukelevu Village	▪ Maria Ratulevu - Women Group ▪ Alumecei Tukana - Women Group ▪ Sainiana - Women Group
	Victim	▪ Mere Lutu

⁶ Assistant Roko – Are government official that play similar roles of District officers that implement, and monitor government policies being implemented to local level (Community/District/Province)

ANNEXE 3. List of documents consulted

Organizations	Title
UNDP	UNDP Pacific Strategy 2018-2022
UNDP - EU	Project document
EU	Financing Agreement
UNDP	A2J progress reports 2017,2018,2019, 2020
UNDP	All board meeting minutes
EU	ROM 2019
EU	ROM 2020
UNDP	A2J Mid Term Review 2019
UNDP	ROAR 2018-2020
UNDP	CDR 2017-2020
UNDP	LoA UNDP Judicial Department
UNDP	LoA UNDP LAC
UNDP	MoAs UNDP Empower Pacific
UNDP	MoAs UNDP MSP
UNDP	MoA UNDP FDPF
UNDP	Overview of COVID reprogramming
UNDP	REACH Final Evaluation
UNDP	REACH Mid Term Review
UNDP	REACH Project document
UNDP	Police Force Support Project Document
Australia, Fiji Law and Justice Sector Program	Community Survey on the police, the courts and the prisons service 2004
Judicial Department, UNDP, EU	Justice Needs and Satisfaction 2019
Judicial Department	Helpdesk report 2019,2020
Empower Pacific	Quarterly reports A2J
MSP	Quarterly reports A2J
FDPF	Final report A2J
Judicial Department	Strategic Plan 2019-2023
LAC	Strategic Plan
Police	Crime statistics 2015-2020

ANNEXE 4. Details on the methodology / data collection instruments

The team conducted semi-guided interviews of the stakeholders mentioned in annex 2 on the basis of an interview guided hereby. Data was then compiled based on the key evaluation criteria and related evaluation questions / sub-questions.

The triangulation was made, by mixing the sources, interviews of the different categories of stakeholders, and verification in the documentation.

The team covered the main area for the project implementation and could interview the key stakeholders of the project.

	Project Staff	Partners	External Stakeholder
In which activities were you involved?			
Relevance			
1. What is the comparative advantage of UNDP in the country compared with other stakeholders and to what extent was it considered in the project?	X	X	X
2. To what extent did the project address the key needs in terms of access to justice? Were the activities relevant to reach the objectives?	X	X	X
3. To what extent did the project take into account the specificities of the context and country?	X	X	X
4. How was the project formulated? To what extent was it participatory and inclusive?	X	X	
Effectiveness / impact			
5. Which are the gaps between what was planned and achieved? and why? Which were the difficulties? To what extent could those difficulties be anticipated and planned?	X	X	X
6. Which changes can be identified in the beneficiary organizations and to what extent can they be attributed to the project?	X	X	X
7. To what extent did those changes lead to potential impacts in the justice and security sector? Which are the remaining bottlenecks for access to justice?	X	X	X
8. Can any unexpected positive or negative effects be identified?	X	X	X
Social inclusion			
9. How was gender and equity included in the project and in the results? How have cultural constraints related to gender been addressed?	X	X	X
10. To what extent did the most vulnerable groups benefit from the interventions? Which are the limitations on this?	X	X	X
Efficiency			
11. To what extent did the results justify the resources invested? (time, human resources, budget)	X	X	X
12. Were there alternative approaches that would have allowed producing better results?	X	X	X
13. Were the most relevant partners selected and could each of the counterpart fulfil its obligations? How have partnerships affected the progress towards achieving the outputs?	X	X	X
14. To what extent was the role of the private sector considered? And of civil society?	X	X	X
15. Are there other projects on similar issues, to what extent was there coordination? Were there cases of duplication between the projects?	X	X	X
16. To what extent was the M&E process effective to identify challenges and monitor the results?	X	X	X
Sustainability			
17. To what extent are the results sustainable? Are there replication / institutionalization mechanisms in each organization to ensure knowledge capitalization and dissemination?	X	X	X
Recommendations			
18. What would be your recommendations for the potential future of this project, access to justice and rule of law in Fiji, in particular at the local level?	X	X	X

ANNEXE 5. Evaluator's biodata and/or justification of team composition

International consultant – Cécile Collin

Over the past 15 years, Ms Collin conducted over 70 evaluations in unstable and fragile contexts, covering 34 countries on peacebuilding and stabilization access to justice, local governance and security mechanisms. She notably undertook evaluations and review for UNDP on governance in Burundi, Liberia, Timor Leste, Afghanistan, South Sudan, Myanmar, Northern Cameroon and DR Congo. She also worked on the justice and security portfolio for EU funded interventions in Mauritania, Niger Delta, as well as support to CSOs in various contexts, including DR Congo. She was recently in charge of the review of the French Development Agency strategies and portfolio in the Sahel, Central African Republic and Lake Chad. All the projects including the Human Rights based approach and equity perspective, as well as a specific focus on gender. She has experience in working with a broad range of stakeholders (governments, international organizations, corporate sector, NGOs, community leaders and members) on sensitive topics. She also benefits from strong expertise in evaluation methodologies, including theory-based evaluations, and outcome/impact analyses. A French national, she speaks English and French.

National consultant – Akuila Masi

Akuila Masi HAS more than 10 years of experience in the international Development sector having worked with UN agencies, donor agencies and development in the area of Monitoring and Evaluation and Program management. His skills cover programme and grant management as well as M&E for various donors and organizations, such as UNESCAP, UNDP, JICA, DFAT and the Global Fund. He is used to data collection and analysis, including at the outcome level towards various types of stakeholders. He benefits from a strong local knowledge and understanding of local context, and in addition he worked in more than 10 countries with the Commonwealth Forum on Governance strengthening Project as the Pacific Region Program Coordinator. M. Masi is graduated from a master's in governance and a bachelor's in art in Public Administration.

ANNEXE 6. Evaluation matrix

Evaluations Questions (from the ToRs)	Sub-questions	Indicators	Data source / Means for verification
Relevance 1. To what extent is UNDP's engagement in Access to Justice a reflection of strategic considerations, including UNDP's role in the particular development context in Fiji and its comparative advantage vis-a-vis other partners? 2. Was the design of the project adequate to properly address the issues envisaged in the formulation of the project? 3. Are the activities and outputs of the project consistent with the	<ul style="list-style-type: none"> How were the strategies and project elaborated? To what extent was the process participatory? To what extent is the project and subsequent revisions consistent with national reference strategies and policies with UNDP strategies and policies? Are there gaps? To what extent do interventions need specific approaches, even possibly including discrepancies with international standards, to be relevant and efficient in the context? How and to what extent have possible loopholes been filled and was the support to national capacities appropriate and relevant? Have some loopholes not been identified by UNDP and not addressed? To what extent are there synergies and complementarity between the different international organizations and NGOs in supporting State and non-State partners? To what extent were the means and methods of the interventions adequate with the expected results? Was the results framework coherent with the strategies? How was the context taken into account 	<ul style="list-style-type: none"> Inclusion of the government in the formulation process Differences between UNDP strategy and national priorities / similarities, including different revisions. Level of integration of lessons learned on UNDP strengths and weaknesses in the programming (mention of lessons learned in project documents, repetition of possible issues). Linkage of other stakeholder intervention with government priorities Consistency between the different levels of expected results. Context analysis and inclusion of the context in risk monitoring. Project revision because of context evolution. Existence of needs assessment Adequacy of the strategy with needs indicators available Extent of the gaps in needs analysis (coverage of the assessments, methodological limitations) Existence and revision of IMEP, level of implementation Risk monitoring documents 	<p>Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on governance and vulnerable groups)</p> <p>KII with government partners, organizations working on the subject (including CSOs)</p>

<p>intended outcomes and effects?</p> <p>4. To what extent has UNDP capacity building support contributed to influencing national policies/strategies?</p> <p>5. To what extent was UNDP's selected method of delivery appropriate to the development context?</p>	<p>and followed up in elaborating and implementing the strategies?</p> <ul style="list-style-type: none"> ○ Are there cases where the strategies / project design limited the potential results? Are there cases highlighting potential contradictions between the strategies implemented? ○ Which needs assessment and baselines were used to define the strategy? To what extent do the strategies meet the needs of the beneficiaries? 	<ul style="list-style-type: none"> ○ Existence of follow up of partners implementation compared to strategies. ○ Possible / necessary gaps with the strategy depending on partners / areas / sectors. ○ Existence of capacity assessment / capacity development plans ○ Existence of training project, ad hoc workshop, on the job training (joint work and level exchanges) ○ Existence of minutes of coordination meetings / emails / sharing of project related documents between organization working on partner's capacity building (NL, DFAT, Japan, UNDP, EU, WB, NGOs) ○ Rule of law / access to justice included in the national governance agenda, and clear efforts / progresses are made by the government to move it forwards. ○ Existence of other national policies and projects referring to rule of law. 	
<p>Effectiveness:</p> <p>1.To what extent have project results/targets been achieved or has progress been made towards</p>	<ul style="list-style-type: none"> ○ To what extent could the various levels of activities / outputs / outcomes be implemented? ○ To what extent do actual interventions 	<ul style="list-style-type: none"> ○ Differences planned results & interventions / actual implementation and achievements. ○ Level of coverage by UNDP and 	<p>Desk review (AWP, results framework, technical and financial reports, MoU, minutes of meetings, performance</p>

<p>their achievement?</p> <p>2. What has been the contribution of other UNDP projects, partners and other organizations to the project results, and how effective have project partnerships been in contributing to achieving the results?</p> <p>3. What were the positive or negative, intended or unintended, changes brought about by the project's work?</p> <p>4. To what extent did the project benefit women and men and vulnerable groups equally?</p> <p>5. To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?</p>	<p>meet the results framework's targets at this stage? What are the different levels of results of UNDP interventions visible at this stage?</p> <ul style="list-style-type: none"> ○ To what extent do they contribute to Fiji's development agenda? Are there results, which are not related to national development agenda? ○ Are there potentially negative effects of the interventions? ○ To what extent do results differ between men and women? How are cultural limitations overcome? ○ What are the other key stakeholders involved in the development agenda and how did their role evolve? ○ Are there other stakeholders contributing to capacity building of UNDP State and non-State partners? What is the extent of their contribution to capacity building? ○ What are the differences in the approaches and strategies between the development partners and what are the effects of those differences at the local level? Which practices should be harmonized and replicated? On which aspects /areas should coherence be strengthened? ○ In which aspects was civil society and private sector involved? Are there missed opportunities? How effective was it and how should this evolve? ○ To what extent have lessons learned and 	<p>partners / gaps</p> <ul style="list-style-type: none"> ○ Local capacity development, institutional restructuring for economic governance, and empowerment of existing local structures, among others, ○ Existence of partners / projects with similar or related interventions, with which no coordination / communication took place. ○ Level of inputs and results by other partners ○ Frequency and coverage of the contacts / involvement of civil society and private sector ○ Recommendations of previous studies and assessments not integrated, or of similar projects. ○ Existence of pilot practices ○ Level of corruption at the different Stat services (testimonies/ studies) ○ Existence of nepotism practices ○ Human resources practices ensuring absence of conflict of interest. ○ Equity and transparency of the selection / prioritization system for inputs management ○ Increased technical capacity of the organizations involved. ○ Evolution of the staffing and financial resources 	<p>and capacity assessments, partnership and communication strategies, reports on other rule of law projects)</p> <p>KII</p> <p>Focus group</p>
--	---	--	---

	<p>best practices from other projects been integrated?</p> <ul style="list-style-type: none"> ○ To what extent was capacity built at an institutional / organizational level? ○ To what extent is the structure of the partnership network appropriate for the strategy? How was partners' selection undertaken? ○ If planned action could not be implemented, is this documented and have results framework / AWP integrated those issues? ○ Why could some interventions not be implemented? To what extent could this be anticipated? ○ How could those difficulties be overcome? ○ To what extent have all possible leverages be used to overcome difficulties? 	<ul style="list-style-type: none"> ○ Problems in implementation and reporting for some type of partners ○ Level of recurrence of the difficulties in programming in Fiji ○ Level of integration of the difficulties in the programming 	
<p>Efficiency</p> <p>1. Has the project implementation strategy and approaches, conceptual framework and execution been efficient and cost effective? Are they sufficiently sensitive to the political and development constraints of the country?</p> <p>2. Has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise,</p>	<ul style="list-style-type: none"> ○ How is conflict sensitivity integrated into programming? ○ To what extent has cost-effectiveness been integrated in the project? ○ To what extent have local resources been used? 	<ul style="list-style-type: none"> ○ Evolution of cost effectiveness ratio (if calculable, staff / partners / interventions costs) ○ Gaps between planned timeframe and actual implementation ○ Average cost by beneficiary ○ Delays in the implementation of activities ○ Human resources required for implementation of the different activities. 	<p>Desk review (technical report, partners reports, capacity assessments)</p> <p>KII</p> <p>Focus group</p>

<p>etc.) been allocated and used strategically to achieve outputs? 3. To what extent were quality outputs delivered on time? 4. Could a different approach have produced better results? 5. How is the project management structure operating? 6. To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly? Did it help ensure effective and efficient project management and accountability of results?</p>	<ul style="list-style-type: none"> ○ Which were the delays? Why? ○ Which alternatives approaches could be used? How sound were the rationales for the selection of a specific approach? ○ To what extent is monitoring and evaluation effective? Which were its effects on the project? 	<ul style="list-style-type: none"> ○ M&E indicators used and shared with partners. ○ Consistency of the M&E implementation & reporting ○ Existence of areas of the project with no M&E ○ Existence of an analysis of various options 	
<p>Sustainability</p> <p>1. What indications are there that the project results will be or have been sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? 2. To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented? 3. To what extent are policy and regulatory frameworks in place that will support the continuation of benefits? 4. How will concerns for gender equality, human rights and human</p>	<ul style="list-style-type: none"> ○ To what extent has the activities and knowledge been institutionalized? ○ Has a replication mechanism been put in place? ○ To what extent is there evidence that the project strategies, lead to better sustainability of the interventions? What are the bottlenecks to sustainability? How could they be mitigated? Why weren't they mitigated? ○ Which other relays could be used? ○ Could some exit strategies be implemented without losing the benefits of the project? ○ Are there other organizations or State institutions able to take over the support for the sector results? 	<ul style="list-style-type: none"> ○ Ability to replicate the practices gained during the interventions. ○ Existence of mechanisms to ensure institutionalization, capitalization and replication of the interventions & results of the project. ○ Leverage effects on donors and other stakeholders ○ Main gaps in terms of community coverage ○ Level of means and commitment of community, local, national authorities for the interventions. ○ Existence of other stakeholders likely to invest in the project results 	<p>Desk review (project reports, reports of the partners, prospective reports on security, donors' strategy in the country)</p> <p>KII</p> <p>Focus Group</p>

development be taken forward by primary stakeholders?	<ul style="list-style-type: none"> ○ To what extent can the various State institutions be funded through government resources? 		
Partnership strategy 1. To what extent were partnership modalities conducive to the delivery of outputs? 2. Are there current or potential complementarities or overlaps with existing partners' projects? 3. How have partnerships affected the progress towards achieving the outputs? 4. Has UNDP worked effectively with partners to deliver on this current initiative? 5. How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote Access to Justice in the country?	<ul style="list-style-type: none"> ○ How were partners selected and how were there capacities assessed? ○ To what extent were the most relevant stakeholders included in the interventions? Were some key players excluded and why? ○ How was the role of each counterpart defined? ○ To what extent can the current partnership structure ensure accountability to the final beneficiaries, and to donors? ○ To what extent is there coordination, exploitation of the synergies between the different projects? ○ Which are the effects of the partnership structure on the performance of the project? 	<ul style="list-style-type: none"> ○ Frequency of the coordination meetings ○ Level of integration of the different claims related to the project. ○ Reaction of the government following discussions / comments by donors / civil society / UNDP. ○ Existence of duplication across the projects, or joint programming of some activities ○ Workplans of the other projects are available to the LSDP project staff and a State structure ensure coherence of the various initiatives 	Desk review (minutes of coordination meetings, project documents, reports by partners, civil society reports) KII Focus Group
Social Inclusion 1. To what extent has gender been addressed in the design, implementation and monitoring of Access to Justice interventions? Is gender marker data assigned this project representative of reality? 2. How were gender issues implemented as a cross-cutting theme? Did the project give sufficient attention to promote	<ul style="list-style-type: none"> ○ To what extent specific needs of male and women are taken into account at the various stages of the process? ○ Which are the potential obstacles for women to participate in the project or have access to the benefits of the project? ○ How is gender sensitivity included in the activities / training? Did it change some perceptions and practices of the participants? ○ To what extent can gender promotion 	<ul style="list-style-type: none"> ○ Data disaggregated by gender. ○ Number of women participating at the various stages of the project. ○ Ability of women to raise their voice during the project activities and to access the project outputs and basic services. ○ Mention of human rights in the activities ○ Existence of ethnical / demographic / cultural bias in the project ○ Geographical and sectoral coverage of 	Desk review (minutes of meetings, content of the trainings project documents, reports by partners, civil society reports) KII Focus Group

<p>gender equality and gender-sensitivity?</p> <p>3. To what extent did the project pay attention to effects on and consider needs of marginalized, vulnerable and hard-to-reach groups, for example women, youth and people with disabilities?</p> <p>4. To what extent was the project informed by human rights treaties and instruments?</p> <p>5. To what extent did the project identify the relevant human rights claims and obligations?</p> <p>6. How were gaps identified in the capacity of rights-holders to claim their rights, and of duty-bearers to fulfil their obligations, including an analysis of gender and marginalized and vulnerable groups, and how the design and implementation of the project addressed these gaps?</p> <p>7. Social inclusion - How did the project consider the plight and needs of the vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?</p>	<p>affect the social fabric?</p> <ul style="list-style-type: none"> ○ To what extent is the project coherent with the relevant HR treaties and conventions? And what is his contribution? ○ To what extent does the project take into consideration the various needs of the different groups of population? ○ To what extent is equity included in the project? ○ Which groups are potentially excluded and why? ○ To what extent does the current governance system affect human rights and equity? ○ To what extent is there a balance between response to the needs of the different types of partners and communities? ○ How representative and inclusive is the rule of law / access to justice process? ○ Are there groups excluded from the benefits? Which ones and to what extent? ○ To what extent can the most vulnerable and marginalized groups be reached? Which consequences can it have? 	<p>the project</p> <ul style="list-style-type: none"> ○ Level of freedom of speech on the governance issues ○ Specificities of the human resources allocated to the project and supported at local level. ○ Ethnicity not represented in the decentralized governance system. ○ Geographical areas not reached by the increase service delivery / results. ○ Ability for women, IDPs, orphans, elders and other vulnerable to access justice 	
---	--	---	--

ANNEXE 7. Results framework

Program Components	OUTPUT INDICATORS	Summary of achievements 2019 ⁷	Indicator achievement 2020 / target ⁸
Output 1 Enhanced Institutional Capacity of Legal Aid Commission to deliver access to justice for impoverished and vulnerable groups.	1.1 Quality of Legal Aid Commission case management system:	<ul style="list-style-type: none"> Critical ICT infrastructure for the electronic case management system for LAC. LAC and the Judicial Department have initiated (4th quarter 2019) their own procurement processes for case management systems. 	3 / 3
	1.2 Strategic planning and budgeting capacity of the Legal Aid Commission	<ul style="list-style-type: none"> HR and financial manuals, its 2019-2021 Strategic Plan, and a knowledge exchange to South Africa to understand how Legal Aid South Africa handled quality assurance. The 2019-2021 Legal Aid Commission Strategic Plan was finalized and released in 2019. 	4 / 4
	1.3 Competence (skills and knowledge) of Legal Aid Commission staff (lawyers):	<ul style="list-style-type: none"> Human Resource Toolkit, HR Policy and Procedures Manual, Proforma Finance Manual, and Revised Organisational Structure, which were finalised in 2017. 	4 / 4
	1.4 Availability of free legal assistance for impoverished and vulnerable groups:	<ul style="list-style-type: none"> The Project Board decided in January 2018 to divert fund intended for the establishment of four LAC offices across Fiji to support the ICT infrastructure and case management system. 	4 / 4

⁷ A2J 2019 Report

⁸ <https://open.undp.org/projects/00092247>

Program Components	OUTPUT INDICATORS	Summary of achievements 2019 ⁷	Indicator achievement 2020 / target ⁸
Output 2 Enhanced <u>Institutional Capacity</u> of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.	2.1 Quality of Judicial Department case management system:	<ul style="list-style-type: none"> The Judicial Department have initiated (4th quarter 2019) their own procurement processes for case management systems. 	3 / 3
	2.2 Strategic planning and budgeting capacity of the Judicial Department:	<ul style="list-style-type: none"> The 2019-2023 Judicial Department Strategic Plan was completed in 2019 and launched in June. 	4 / 4
	2.3 Competence (skills and knowledge) of Judicial Department staff (Judges):	<ul style="list-style-type: none"> An expert consultant worked with LAC on its three-year training plan, and the Judicial Department on the roadmap for the establishment of a Judicial Training Institute and a five-year training plan. 	4 / 4
	2.4 Number of Other Constitutional Bodies supported disaggregated by institution and nature of support.	<ul style="list-style-type: none"> The Human Rights and Anti-Discrimination Commission organised two trainings on UNCAT and Mandela rules for all institutions with a mandate to detain in partnership with the prisons, police, customs and immigration, and Fiji Independent Anti-Corruption Commission (FICAC). 	1 / 1
Output 3 Strengthened <u>Service Delivery</u> of Legal Aid Commission and Judicial Department for impoverished and vulnerable groups.	3.1 % of callers to the toll-free helpline in the Legal Aid Commission indicating that services were provided at a satisfactory level.	<ul style="list-style-type: none"> The Judicial Department launched a Helpdesk in the main court complex in Suva. The Helpdesk is staffed by four personnel during the five-day work week. 	80% / 80%
	3.2 % of users of the information centres in courts indicating that services were provided at a satisfactory level.	<ul style="list-style-type: none"> The provision of hardware and installation is complete, but the system did not come online. LAC is proposing changes to the system architecture and a launch in early 2020. 	80% / 80%
	3.3 Number of people indicating increased understanding and awareness of their rights as a result of awareness campaigns disaggregated by provider, topic, and for people by sex, geographic and population group.	<ul style="list-style-type: none"> 3 NGOs to conduct nationwide awareness campaigns starting in 2019. 	6000 / 6000

Program Components	OUTPUT INDICATORS	Summary of achievements 2019 ⁷	Indicator achievement 2020 / target ⁸
Output 4 <u>Strengthened capacity</u> of non-governmental organisations to deliver accompaniment access to justice services for impoverished and vulnerable groups.	4.1 Competence (skills and knowledge) of NGO staff	<ul style="list-style-type: none"> • UNDP was earmarked to trained 3 NGOs on project management and technical skills building 	4 / 4
	4.2 Number of networks of community advocates established, operational and producing regular monitoring disaggregated data and analysis reports.	<ul style="list-style-type: none"> • The community advocates network has been established to do outreach work, together with LAC, FHRADC and project grantees. 	4 / 4
	4.3 Number of people indicating increased awareness or satisfaction with services.	<ul style="list-style-type: none"> • In October, 27 participants (12 female, 17 male) from youth, human rights and women's rights backgrounds (government and civil society) were trained in human rights and outreach work and have conducted eight outreach session to 423 Fijians (58 adult female, 165 adult male, 97 youth female, 54 youth male, 26 child female and 23 child male). 	6000 / 6000

Details on activities (green achieved, yellow partially achieved, red not done)

<p><u>Output 1</u></p> <p><u>Enhanced Institutional Capacity of Legal Aid Commission (LAC) to deliver access to justice for impoverished and vulnerable groups.</u></p> <p><i>Activity Result 1.1:</i></p> <p><i>Legal Aid Commission (LAC) able to effectively measure and analyse its data through the establishment of a case management system to enable improved service delivery and facilitate responsiveness to the justice needs of impoverished and vulnerable groups</i></p> <p>Activity 1.1.1: The procurement, installation and training for the operationalization of two servers to bolster LAC's ICT infrastructure.</p> <p>Activity 1.1.2: The creation of a pilot case management system for LAC and training for its utilization, including on data analysis, with a focus on data disaggregated by sex and population group.</p>
--

	<p>Activity 1.1.3: The revision and finalization of the overall case management system in accordance with the results of the pilot programme and needs analysis, including lessons learned workshop.</p> <p>Activity 1.1.4: Assistance in the production of reports and recommendations based on the analysis of the data.</p>
Activity Result 1.2:	<p><i>The capacity of the LAC is strengthened to enable improved service delivery and responsiveness to priority areas identified by the Access to Justice Assessment.</i></p> <p>Activity 1.2.1: The conduct of a 2016 Fiji Access to Justice Assessment to identify the justice needs of impoverished and vulnerable groups; including development of baselines and perception surveys, generation of disaggregated data, broad stakeholder discussions; with the analysis of findings to further inform project activities.</p> <p>Activity 1.2.2: The provision of support, technical and workshops, to the LAC in the finalization of its five-year strategy, functional review, annual corporate plans, including financial and human resource management manuals.</p> <p>Activity 1.2.3: The provision of technical support to LAC to develop quality monitoring policies and procedures, criteria for evaluating the quality of assistance provided and other tools.</p> <p>Activity 1.2.4: Support to the LAC in accessing and hosting international and regional knowledge networks in relation to access to justice.</p> <p>Activity 1.2.5: Support to the LAC in the production and implementation of a training plan and train the trainer programme, and the evaluation of its subsequent impact; with the design of the training plan to be responsive to priority areas identified by the Access to Justice Assessment.</p> <p>Activity 1.2.6: The conduct of a 2020 Fiji Access to Justice Assessment, including lessons learned workshop, and analysis.</p>
Activity Result 1.3:	<p><i>The LAC able to accurately access and invoke the relevant law in the provision of its services through the updating of the LAC's library.</i></p> <p>Activity 1.3.1: Obtaining and making available at least two major law reports from countries used as comparative sources of law by Fijian lawyers and courts (such as Australia, New Zealand and England and Wales).</p>
Output 2	
Enhanced Institutional Capacity of Judicial Department and other institutions to deliver access to justice for impoverished and vulnerable groups.	
Activity Result 2.1:	<p><i>The Judicial Department able to effectively measure and analyse its data through the establishment of a case management system to enable improved service delivery and facilitate responsiveness to the justice needs of impoverished and vulnerable groups.</i></p>

	<p>Activity 2.1.1: The creation of a pilot case management system for the judiciary and training for its utilization, including on data analysis, with a focus on data disaggregated by sex and population group.</p> <p>Activity 2.1.2: The revision and finalization of the overall case management system in accordance with the results of the pilot programme and needs analysis, including lessons learned workshop.</p> <p>Activity 2.1.3: Assistance in the production of reports and recommendations based on the analysis of the data.</p>
Activity Result 2.2:	<p><i>The capacity of the Judicial Department is strengthened to enable improved service delivery and responsiveness to priority areas identified by the Access to Justice Assessment.</i></p> <p>Activity 2.2.1: The conduct of a 2016 Fiji Access to Justice Assessment to identify the justice needs of impoverished and vulnerable groups; including development of baselines and perception surveys, generation of disaggregated data, broad stakeholder discussions; with the analysis of findings to further inform project activities.</p> <p>Activity 2.2.2: The provision of support, technical and for workshops to the Judicial Department in the production of its strategy, functional review, annual corporate plans and implementation plan for a five-year period.</p> <p>Activity 2.2.3: Support to the Judicial Department in accessing and hosting international and regional knowledge networks in relation to access to justice.</p> <p>Activity 2.2.4: Support to the Judicial Department in the production and implementation of a training plan, and train the trainer programme, and the evaluation of its subsequent impact; with the design of the training plan to be responsive to priority areas identified by the Access to Justice Assessment.</p> <p>Activity 2.2.5: Support to the Judicial Department in the production of a feasibility study on the creation of a judicial training institute.</p> <p>Activity 2.2.6: The conduct of a 2020 Fiji Access to Justice Assessment, including lessons learned workshop, and analysis</p>
Activity Result 2.3:	<p><i>The Judicial Department able to accurately access and invoke the relevant law in the provision of its services through support to the production of the Fiji Law Reports and updating the Judicial Department library.</i></p> <p>Activity 2.3.1: Producing outstanding Fiji Law Reports (2003-2011; 2013-onwards) with copies to also be provided to the LAC Offices.</p>

	Activity 2.3.2: Obtaining and making available at least two major law reports from countries used as comparative sources of law by Fijian lawyers and courts (such as Australia, New Zealand and England and Wales).
Activity Result 2.4:	<p><i>Other Constitutional bodies have enhanced capacities to deliver access to justice.</i></p> <p>Activity 2.4.1: Informed by the Access to Justice Assessment, support to the Human Rights & Anti-Discrimination Commission (HRADC) for selected activities related to access to justice (to be determined following finalisation of HRADC Strategic Plan and stakeholder consultations).</p> <p>Activity 2.4.2: Informed by the Access to Justice Assessment, support to other Constitutional bodies for selected activities related to access to justice.</p>
<p><u>Output 3</u></p> <p><u>Strengthened delivery of access to justice services to impoverished and vulnerable groups.</u></p>	
Activity Result 3.1:	<p><i>Expanding the delivery of free legal aid for impoverished and vulnerable groups through supporting the establishment of four offices of LAC across Fiji.</i></p> <p>Activity 3.1.1: Procurement of furniture and equipment to support the functioning of four legal aid offices opened outside of the capital Suva.</p>
Activity Result 3.2:	<p><i>Expanding the delivery of access to justice for impoverished and vulnerable groups through supporting the establishment of a toll-free helpline at the LAC.</i></p> <p>Activity 3.2.1: Development of concept note, and implementation, reporting, monitoring and evaluation plans for the helpline, based on priorities identified by the Access to Justice Assessment.</p> <p>Activity 3.2.2: Support to the implementation plan for the helpline, including training LAC staff as required, and establishment of reporting, monitoring and evaluation mechanisms.</p> <p>Activity 3.2.3 Procurement of furniture and equipment to support the functioning of a helpline.</p>
Activity Result 3.3:	<p><i>Increasing the availability of services for impoverished and vulnerable groups through supporting the establishment of three information centres in courthouses across Fiji.</i></p>

	<p>Activity 3.3.1 Development of concept note, and implementation, reporting, monitoring and evaluation plans for the three information centres.</p> <p>Activity 3.3.2: Support to the implementation plan for the information centres, including training court staff as required, and establishment of reporting, monitoring and evaluation mechanisms.</p> <p>Activity 3.3.3: Procurement of furniture and equipment to support the functioning of information centres.</p>
<p><i>Activity Result 3.4:</i></p>	<p><i>Increasing impoverished and vulnerable groups awareness on accessing legal rights and services</i></p> <p>Activity 3.4.1: Informed by priorities identified in the 2016 Access to Justice Assessment, and mapping and lessons learned of other access to justice awareness-raising activities, development of a concept note, and implementation, reporting, monitoring and evaluation plans for awareness-raising campaigns.</p> <p>Activity 3.4.2: Support to the implementation plan for awareness-raising campaigns including training, support for presentation materials and establishment of a reporting, monitoring and evaluation mechanisms.</p>
<p><u>Output 4</u></p> <p><u>Strengthened capacity of NGOs to deliver accompaniment access to justice services to impoverished and vulnerable groups.</u></p>	
<p><i>Activity Result 4.1</i></p>	<p><i>The development of a model and implementation plan for a network of community advocates to deliver accompaniment access to justice services.</i></p> <p>Activity 4.1.1: The conduct of a 2016 Fiji Access to Justice Assessment to identify the justice needs of impoverished and vulnerable groups; including development of baselines and perception surveys, generation of disaggregated data, broad stakeholder discussions; with the analysis of findings to further inform project activities.</p> <p>Activity 4.1.2: Informed by the Access to Justice Assessment, development of concept note, and implementation, reporting, monitoring and evaluation plans to establish the model for a network of community advocates to deliver selected accompaniment access to justice services including stakeholder workshop.</p> <p>Activity 4.1.3: The conduct of a 2020 Fiji Access to Justice Assessment, including lessons learned workshop, and analysis.</p>
<p><i>Activity Result 4.2:</i></p>	<p><i>Establishment of and support to the network of community advocates to deliver accompaniment access to justice services.</i></p> <p>Activity 4.2.1: Informed by the implementation plan developed at Activity 4.1.2, provision of support and undertake training</p>

and train the trainer programme (THROUGH GRANTS), to establish a pilot for the network of community advocates, including support to raise awareness of the network, and to monitor, evaluate and report on the accompaniment services undertaken.

Activity 4.2.2: Analysis and stakeholder workshop on the pilot and lessons learned to inform future operations of the network and ascertain feasibility of expansion of the network of community advocates.

Activity 4.2.3: Informed by the analysis of the pilot, support to ongoing accompaniment access to justice services.