


APPENDIX I – FE CLEARANCE FORM

Final Evaluation Report for *(Enhancing Access to Justice in Solomon Islands through Paralegalism Project, Output Id: 00117811)* **Reviewed and Cleared By:**


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Final Evaluation Report

ENHANCING ACCESS TO JUSTICE
IN **SOLOMON ISLANDS**
THROUGH PARALEGALISM

By Monica Rispo

Project Information

Project/outcome title	Enhancing Access to Justice in Solomon Islands through Paralegalism	
Atlas ID	00117811	
Corporate outcome and output	UNDP Strategic Plan Outcome 2; UNPS Outcome 5	
Country	Solomon Islands	
Region	Pacific	
Date project document signed	30/10/2019	
Project dates	Start	Planned end
	16 September 2019	31 December 2022
Total committed budget	3,227,063.68 (with cost extension)	
Project expenditure	As of December 2021: 2,703,748.09	
Funding source	Australian Government	
Implementing party	PSO and MJLA	

Evaluation information

Evaluation type	Project	
Final/midterm	Final	
Period under evaluation	Start	End
	16/09/2019	1/11/2021
Evaluators	Monica Rispo (Access to Justice & Evaluation Consultant)	
Evaluator email address	Monica.rispo@hotmail.com	
Evaluation dates	Start	Completion
	1/11/2021	28/03/2022

Disclaimer

The findings, interpretations, and conclusions expressed herein are those of the author and do not necessarily reflect the views of UNDP, the Government of Australia, PSO, MJLA or any other party.

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Table of Contents

Executive Summary
p. 7

Section I: Overview of the intervention

§ 1.1 Key contextual factors
p. 11
§ 1.2 Description of the evaluated intervention.....
p. 12
§ 1.3. Evaluation scope and objectives
p. 13
§ 1.4. Evaluation methodology and data analysis.....
p. 14
§ 1.5. The impact of COVID-19.....
p. 15

Section II: Evaluation Findings

§ 2 RELEVANCE

§ 2.1. Relevance to national justice sector priorities
p. 17
§ 2.2. Relevance to UNDP priorities and UN national and regional frameworks
p. 18
§ 2.3. Relevance to the needs of the population, with a focus on vulnerable groups
p. 18
§ 2.4. Geographical coverage
p. 22
§ 2.5. Adequacy of project design and intervention logic
p. 24

§ 3: COHERENCE

§ 3.1. Complementarities with other development projects
p. 26
§ 3.2. Partnerships and coordination with national justice institutions
p. 28

§ 4. EFFECTIVENESS

§ 4.1. The paralegal model
p. 31

§ 4.2.	Provincial paralegals (Output 1)	p. 37
§ 4.3.	Community Legal Advocates (Output 2)	p. 41

§ 5. EFFICIENCY & SUSTAINABILITY

§ 5.1.	The Monitoring & Evaluation system	p. 43
§ 5.2.	Project management, administrative arrangements and communication	p. 45
§ 5.3.	Sustainability	p. 46

Section III: Conclusions & Recommendations

§ 1.	Conclusions	p. 48
§ 2.	Recommendations	p. 51

ANNEXES:

Annex I :	list of consulted persons	p. 54
Annex II:	list of consulted literature	p. 55
Annex III:	Evaluation Matrix	p. 57
Annex IV:	Guidelines for semi-structured interviews	p. 60
Annex V:	Terms of Reference	p. 62

Acronyms and Abbreviations

A2J: Access to Justice

CLA: community Legal Advisor

CLP: Core Learning Partners

CO: Country Office

CSO: Civil Society Organization

DAC: Development Assistance Committee

DFAT: Australian Department of Foreign Affairs and Trade

FSC: Family Support Center

GESI: Gender and Social Inclusion

IRMU: Integrated Results Management Unit

JSSC: Justice and Security Committee

M&E: Monitoring and Evaluation

MJLA: Ministry of Justice and Legal Affairs

OECD: Organization for Economic Co-operation and Development

PSO: Public Solicitor Office

PWD: Person with Disabilities

PWDSI: People with Disabilities Solomon Islands

RRF: Results and Resources Framework

RRRT: Regional Resource Rights Team

SDG: Sustainable Development Goals

SIG: Solomon Island Government

SIJP: Solomon Islands Justice Programme

SOP: Standard Operating Procedures

TOR: Terms of Reference

UNPS: United Nations Pacific Strategy

UNV: United Nations Volunteer

UPR: Universal Periodic Review

USSD: Unstructured Supplementary Service Data

Executive Summary

This report presents the findings for the final evaluation of the project “Enhancing Access to Justice in Solomon Islands through Paralegalism”. The project is funded by the Australian Government for a budget of USD 3,227,063.68 and is implemented by UNDP in partnership with the Public Solicitor’s Office and the Ministry of Justice and Legal Affairs. The duration of the project was from January 2020 to December 2021, with a no cost extension until December 2022.

The final evaluation provides an independent assessment of the project’s performance and captures learnings in view of an eventual future phase. The impact of the project is assessed under a dedicated “outcome level evaluation exercise”, which is currently ongoing.

During the 2 years of project implementation, the COVID-19 situation has only partially affected project activities, with some (efficiently addressed) challenges due to travel restrictions, remote working and delays in imports from abroad. As of January 2022, the first community transmission could on the contrary have a negative impact on the implementation of the last activities before the end of the project.

Relevance

Both Project Outputs are well aligned with key national policies and with UNDP/UN regional strategies. Notable efforts were made to reflect the relevant Sustainable Development Goals (SDGs) in the activities.

The intervention is relevant to the needs of the population, in particular outside Honiara, and has also supported the institutional capacity of the PSO. Overall gender and disabilities are well mainstreamed across the activities and some initial results are achieved in addressing the needs of youth. The nomination of 7 women as Community Legal Advocates (CLA) represents a “gender transformative” achievement in a the highly patriarchal rural society. The disability legal clinic improved physical access for persons with disabilities, but should be further developed to include other forms of support.

Considering the territorial fragmentation of the country, the project has achieved an adequate geographic coverage with a presence in five out of the nine Provinces. Areas of intervention were identified on the basis of a participative process and were evidence-based. The expansion process to new areas was conducted in an effective and sustainable approach, but it is recommended to fine-tune the paralegal model before further expanding the geographic coverage.

The project was designed in a participative approach and on the basis of a solid Baseline. The intervention logic is well articulated in the RRF but, despite a light revision, the six

indicators remain inadequate to effectively capture how the project is progressing towards its objectives. The project has shown adaptability and responded rapidly to changes in the context.

Coherence

Coordination with other international partners in the justice sector occurred in the initial stages of the project, until UNDP remained the one of the only international actors supporting access to justice at community level. At local level coordination with other community-based structures and facilitators is occurring but could be improved.

Efforts to promote a common vision of paralegalism across the justice and security sectors were hampered by the absence of a national coordination mechanism and the exclusive focus of the A2J project on the PSO with limited attention to other justice institutions. A few successful cross-sectorial workshops were organized, but they remain isolated initiatives. Coordination was more successful at community level, in particular with the participation of CLAs in SAFENET.

In terms of “coordination between formal and informal agencies”, some activities were successfully implemented, however not under a coherent and systemic framework directly targeting Traditional Authorities, which would be recommended for a future phase.

Effectiveness

The Project achieved all its target in the first year of implementation and the implementation rate as of March 2022 is excellent with 49 activities out of 55 “successfully achieved” or “achieved”.

The Paralegal model can be acknowledged as promising practice: it is rooted in a supportive public institution and the two tier approach allows an excellent complementarity among the key legal aid providers: CLAs, Paralegals and Lawyers. Points for reflection include: i) discuss the roles of PSO legal aid providers with a focus on expanding legal advice to Paralegals, limiting legal awareness to CLA and CSO and introducing new legal aid typologies ii) fine-tune definitions and terminology.

Both Paralegals and CLA were recruited through an exhaustive process, based on a clear recruitment strategy including gender considerations. The over-qualification of Paralegals, who are all lawyers, has represented a challenge but it’s an aspect that falls outside the control of the project.

Particular attention was dedicated to capacity building activities with induction and continuous trainings and well designed resource material which were developed in a participatory approach. To be noted the introduction of high tech products as the USSD platform to provide information on legal issues via standard mobile phones without requiring internet connection.

The PSO’s Five-Year Strategic Plan was approved after a well structured process and adequately communicated with a clear publication.

Key informants shared positive feedback on the introduction of Paralegals and CLA. The lawyers who participated in the online survey rated as 5 stars their overall experience of

working with Paralegals and recommended to continue working with them.

Efficiency

Overall the M&E system is well structured and received good feedback from all key informants. The quality of reporting is outstanding. To be noted the focus on adaptation based on lessons learned and on field monitoring missions conducted throughout the project cycle. The most cited challenge for the M&E system was access to adequate communication networks.

The Project Board is recognized as a good opportunity to discuss and be updated about project progress and take decisions in a participative approach.

The UNDP management of the project is recognized as efficient. To be noted for the relevance to a pilot project, the efforts to apply an adaptive approach to programming. The project has undergone four successive “cost and no-cost extensions” which is putting significant pressure on the operational aspects of the project.

Excellent results have been achieved in the area of communication: the media are speaking highly of the project and numerous activities were implemented with a focus on communication.

Sustainability

The project presents some elements for sustainability, in particular: a paralegal model grounded in a public institution, a solid capacity building framework, a priority focus on national ownership with a strong participation at grassroots level. Specific project activities and modalities also indicate attention to sustainability.

The project will not achieve the objective stated in the Sustainability Plan that “at least 3 Paralegals are handed over to the PSO under SIG budget”. Acknowledging that achieving this crucial step was based on a wrong assumption and was overambitious for a pilot project, the views of the evaluator on the sustainability criterion remain overall positive for the pilot phase, but will definitely require more attention in an eventual new phase.

*The evaluation proposes a **set of eight recommendations** for consideration during the remaining timeframe of the A2J project, in addition to some recommendations for an eventual future phase of the programme.*

For the current A2J Project the key recommendation is to consider the last months of the A2J project also as an opportunity to fine-tune the paralegal model and lay the foundations for the next phase of the A2J project. To this end the team could focus on a series of activities aimed at:

- *discussing selected technical and policy areas to fine-tune the paralegal model and to assess interest and feasibility for new legal aid typologies and solutions (see R.1);*
- *consolidating lessons learned across the different project activities;*
- *Identifying solutions to ensure, in the next project phase, the recruitment of Paralegals by the PSO;*

It is recommended to deprioritize new geographical expansion until the end of the pilot phase to allow a better focus on the previously mentioned points

Recommendations that could be considered while developing the next phase of the A2J project include:

- *Expand the paralegal model both in terms of legal strategy and geographic coverage;*
- *Introduce a more systemic approach to promote coordination on A2J among justice actors at national level as well as at community level.*
- *Continue to mainstream gender and disabilities: consider the expansion of service delivery for women and persons with disabilities to include legal advice and representation;*
- *Ensure that adequate indicators are included in the RRF.*

Introduction

The purpose of this report is to present the findings of the final evaluation of the “*Enhancing Access to Justice in Solomon Islands through Paralegalism*” project (hereafter the A2J Project).

The report is structured into three parts: **Section I** presents a description of the methodology and a brief overview of key background factors that have influenced the implementation of the programme; **Section II** assesses the interventions against the criteria of relevance, coherence effectiveness, efficiency and sustainability; **Section III** presents the conclusions and the recommendations.

Section I: Overview of the intervention

1 Key contextual factors

Below is a brief list of key contextual themes, trends and recurrent issues that arise from reports and data analyzed during the desk review¹. It is assumed that this information is shaping the development of the justice and sector and influencing the implementation of the project and therefore will be taken into consideration throughout the evaluation process.

- **Weakness of formal justice system at local level.** The centralization of justice services has reduced A2J for rural communities, PSO is understaffed under-resourced and overburdened, the local court system is too expansive and underutilized, court circuits in remote areas are not regular and often cancelled.
- **Weakness of the informal justice system.** It is estimated that 95% of disputes at local level are solved by village chiefs, however their authority is being eroded due to cases of corruption and inefficiency. Another common venue for dispute resolution at local level are religious leaders, offering faith based solutions.
- **Violence against women** is among the highest in the world and cultural values around gender reduce equal opportunities for women².
- Two most **common categories of disputes** include: social order disputes (including domestic violence and exacerbated by consumption of alcohol and kwaso) and land disputes.

¹ See Annex 1

² **Oxfam Australia** “*Transforming Harmful Gender Norms in Solomon Islands: A study of the Oxfam Safe Families Program*”, October. 2019.

- **Other community level justice initiatives** are implemented by different international partners (the Oxfam “safe families project” and World Bank “Community Liaison Officer programme) with models that may be interesting to consider in parallel with the UNDP paralegal model.
- In November 2021, **violent riots** erupted in Solomon Islands. Honiara remained under heavy police deployment, also from Australia and neighboring countries and most sea connections to Honiara were suspended. The riots had a significant impact on the project: justice institutions were overstretched because of the numerous arrests of young rioters, who were detained without basic hygiene and personal items. The A2J Project supported the PSO to adequately respond to the increased workload. National partners were fully dedicated to responding to the emergency whereas project activities were de-prioritised in the short term. (i.e. the end of the year project board meeting was postponed to Quarter one 2022)

2 Description of the evaluated intervention

The A2J project is funded by the Australian Department of Foreign Affairs and Trade (DFAT).

The national partners (signatory of the Prodoc) are the Public Solicitor’s Office (PSO) and the Ministry of Justice and Legal Affairs (MJLA).

The A2J Project activities are implemented under the two following outputs during the period September 2019 – December 2021 (with a no cost extension until December 2022):

- **Output 1:** The capacity, reach and breath of service delivery and awareness activities of PSO is increased through the development and rollout of Provincial Paralegals
- **Output 2:** Community level access to justice enhanced through the pilot, rollout and review of Community Legal Advocates

The total required and mobilized budget for the A2J project is USD 3,227,063.68 (included the cost extension to March 2021) and until 20 December 2021 the total expenditure for the project was USD 2,703,748.09.

3 Evaluation scope and objectives

As mentioned in the TOR, the overall purpose of the final evaluation is to assess project achievements towards the expected project outcome and outputs specified in the Project Document (Prodoc), as well as to generate a set of lessons learned to inform the design of future programming.

Considering that the A2J project was a pilot intervention initiated in 2019 and that the CO is currently developing a new and broader project intervention, a priority focus of the evaluation will be to offer UNDP and its national partners (PSO and MJLA) an opportunity to reflect on promising practices, successes and challenges and to generate knowledge from the A2J Project's experience.

In parallel the evaluation also focused on UNDP's programmatic accountability for providing adequate policy and technical support to SIG in an approach aimed at strengthening national capacity and promoting national ownership, gender equality and inclusiveness. Key national partners, as the PSO, were assessed for their contribution and commitment to the project as well as the future sustainability of the initiative, the level of coordination with other justice actors to improve service provision.

The above mentioned evaluation objectives were defined by the evaluation criteria and the questions in the **Evaluation Matrix**, which represent the standards against which the initiative was assessed and are available in Annex III.

The scope of the evaluation covered a period of **two years, between September 2019 to end of January 2022**.

The **primary users** of the evaluation report will be the Core Learning Partners (CLP), which include the stakeholders actively involved in the implementation and the funding of the project: UNDP (Solomon Islands and IRMU), the Public Solicitor Office, the Ministry of Justice and Legal Affairs and the Australian Government (DFAT).

In a common learning approach, the evaluation could also be disseminated among **secondary users**, namely relevant actors in the justice sector, including Civil Society Organisations, UN sister agencies and international partners and published on relevant UNDP Online Platforms.

The final evaluation was conducted between January 2021 and March 2022 by an Access to Justice and Evaluation Consultant (Ms Monica Rispo).

As specified in the Inception Report, the theoretical framework outlining the standards of reference for this evaluation is based on the guiding principles and quality standards defined for UNDP evaluations and on the OECD/DAC criteria of **relevance, coherence, effectiveness, efficiency and sustainability**, as updated in 2021. These have been enriched by adding the notions of adaptability to encompass the challenges of the Covid-19 restrictions. The “Impact criterion” is not addressed because the A2J Project is also conducting an outcome level evaluation to assess the impact of the A2J project. Gender equality, inclusivity and human rights, reflecting the “leave no one behind” principle, have been considered through a mainstreamed approach.

The overall methodology draws from programme-driven data generated throughout the monitoring of each project activity, supplemented by the employment of additional qualitative methods designed to capture evidence, insights, views and inputs from the partners and stakeholders involved in the programme.

The mid-term evaluation methodology rests on the activities and steps below:

1. Desk review: Review of programme’s technical documentation and secondary sources (see the list of consulted literature in Annex II). These materials were instrumental to define the evaluation methodological approach, work plan and data-gathering tools.

2. Consultation and data collection: A qualitative approach was used to gather feedback remotely from all target groups. The Evaluation consultant conducted 14 individual online interviews (Zoom, Whatsapp, Skype) with key informants. In addition, 1 Focus Groups discussion was conducted with 10 Paralegals. Key informants included representatives of the justice institutions, civil society organizations, international partners, donors and UNDP staff. (see the list of consulted persons in Annex I).

To address the limited availability of lawyers to sit in prescheduled interviews, a mobile phone questionnaire was administered to 5 PSO lawyers via Typeform³ to assess their working experience with Paralegals.

3. Data analysis: The methodology adopted for the data analysis was mainly categorization and coding. The evaluator analyzed and triangulated the data gathered from interviews and focus groups discussions with the information from reviewed documentation to identify significant patterns. The coding and the subsequent analysis

³ <https://www.typeform.com>

were carried out on the basis of frequency: for example, how many respondents will have a “similar” answer or stated similar ideas, and how could those then be logically understood and labelled building a logical chain of evidence. The categories were then grouped under the evaluation criteria and specifically for the effectiveness criterion under the two A2J Outputs.

4. Report drafting: The evaluation findings were officially presented on 10/03/2022 through a PowerPoint presentation during an online meeting with the UNDP Project Manager and the Deputy Project Manager. The draft report was then shared for comments with IRMU and the project management team, which were integrated in this final version.

Some **limitations** have affected the evaluation, in particular the fact that due to ongoing COVID travel restrictions, all data for the evaluation exercise was collected by the consultant remotely and independently. The work was affected by the significant time-zone difference (12 hours) in addition to difficulties related to managing language barriers online, but also some complexities related to how to create the same sense of trust and comfort that can be conveyed in face to face consultations. The evaluator would have liked to engage with community members but was not able to due to the lack of a sufficiently stable internet connectivity to organize a focus group with beneficiaries online.

5 The impact of COVID-19

The A2J Project started in January 2020 at a time of major changes due to the COVID-19 pandemic and it was implemented in a constantly changing context and under unprecedented circumstances.

The Solomon Islands government has successfully managed to maintain low levels of COVID cases during the first 2 years of the pandemic by closing external borders. Unfortunately, in January 2022 the country experienced the first community outbreak and the virus started spreading rapidly through the largely unvaccinated population while putting at risk the fragile health care system.

During the 2 years of project implementation, the **COVID-19 situation seems to have only partially affected** the possibility to work regularly in the field and conduct project activities, but this has required adaptability efforts from the project team and partners. Consequently, project activities were sometimes delayed but never suspended or cancelled and the project could achieve its targets despite the circumstances.

The situation as of January 2022 could on the contrary have a negative impact on the implementation of the last activities before the end of the project (e.g. it may be difficult

for staff based in the provinces to travel to Honiara). Since January all the government offices includes PSO and courts are intermittently closed with staff working from home, which is challenging due to the lack of a stable internet connection.

The main COVID-related challenges reported during the evaluation were:

✓ **Travel restrictions**

Travel restrictions as a result of the pandemic delayed the deployment of a number of the A2J team members to Honiara until July 2020. In 2021, travel restrictions again delayed the return of the Project Manager from home leave by five months. Further, technical consultants which would usually travel to Honiara were unable to do so throughout the project. These gaps required development of new approaches for remote working.

✓ **Working remotely**

The partial shift to online working modalities was unavoidable but challenging, especially for the national institutions. UNDP has promoted the use of online platforms to conduct meetings with partners, but connection issues, engagement challenges and unavailability of people made make it quite complicated. Lessons learned could consider the promotion of hybrid implementation models (both online and in-person) supported by a strong investment in high-tech literacy.

✓ **Delays in imports from abroad**

There were some complications to imports to the country project equipment due changes and delays in supply chains (i.e. laptops, vehicles, Personal Protective Equipment), which created some delays to delivery and utilization of equipment.

The A2J Project team and partners demonstrated **adaptability to the pandemic** by focusing on Covid-19 preparedness during 2020/2021. During this time, the project supported the procurement of laptops for the PSO lawyers so as to ensure ability to work remotely should the need arise. Further, online community engagement mechanisms were developed including a PSO website and USSD. Facebook live was utilized to conduct multi stakeholder awareness on access to justice in gender-based violence cases.

Section II: Evaluation Findings

§ 2 RELEVANCE

2.1 Relevance to national justice sector priorities

Key informants acknowledged the relevance of the A2J Project's support to the justice sector and the excellent relationship between UNDP and the PSO were highlighted throughout the evaluation.

During the implementation phase the team made notable efforts to reflect the SDGs in the activities; the SDG language is adopted in strategic documents (e.g the PSO Strategy) with particular reference to Goal 16 in relation to strong institutions, Goal 5 for gender equality and SDG 10 on reduced inequalities. The relevant SDGs appear across visibility materials (e.g. workshop banners).

The UNDP A2J intervention is mentioned both in the ***"Voluntary National Report (VNR) on the implementation of the SDGs"*** submitted by Solomon Islands in June 2020 and in the 2021 **Universal Periodic Review (UPR)**.

The A2J project is aligned with key national strategies, in particular:

- ➔ The **National Development Strategy (NDS)** 2016–2035 under Objective 5 and the promotion of an *"effective judicial and legal system"*. Of particular relevance to the A2J Project (in the light of its focus on capacity building for PSO staff) is the Medium Term Strategy 15 aimed at *"addressing the capacity building needs of all legal staff"*.
- ➔ The series of national policies that the Solomon Islands government has developed to meet its international commitments to achieve gender equality and social inclusion.

In addition to sector-wide policies⁴, the A2J project is in line with sector specific **"Strategy for Gender Equality and Social Inclusion in the Justice Sector (GESI)**. In particular the PSO is committed to *"improve the justice system's handling of sexual and domestic violence, improve access to justice for people with disabilities, ensure that our justice premises are fit for purpose, and progressing gender balance across the justice sector"*⁵.

⁴ The *"National Gender Equality and Women's Development Policy 2016–2020"*, *"the National Policy to Eliminate Violence Against Women and Girls 2016–2020"* and the *"Women, Peace and Security National Action Plan 2017–2020"*

⁵ PSO Strategy developed with the support of UNDP

- The Draft “**National Disability Development Policy 2020-2024**” includes a key focus on the provision of adequate access to public buildings, which is a commitment for the PSO under the Disability legal aid Clinic.
- The **Justice Sector Strategic Framework 2020-2030** is still to be endorsed by Cabinet but is committed, under key Priority Area 2, to having “*Justice Sector services accessible and inclusive for all*”.

2.2

Relevance to UNDP priorities and UN national and regional frameworks

The A2J Project is in line with the objectives of the **United Nations Pacific Strategy 2018 – 2022**, in particular Outcome 5 on Governance and Community Engagement which aims, *inter alia*, at achieving improved access to justice by 2022⁶. This Strategy is translated into the “**Sub-regional programme document for the Pacific Island Countries and Territories (2018-2022)**”. The A2J project is well aligned with Output 5.3: “*More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice*”.

The “**United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems**” have been referenced across most material produced under the A2J project; in particular, the PSO Strategic Plan acknowledges their relevance and builds on them. As illustrated in par.4.1, the UN Principles on Legal Aid could have been more instrumental to define some aspects of the legal aid model developed under the project.

2.3

Relevance to the needs of the population, with a focus on vulnerable groups

The A2J Project reflects the needs of the population in terms of strengthening legal services for the most vulnerable groups, particularly in rural areas. Overall the Project has dedicated adequate efforts and resources to ensure the “leave no one behind” principle. The identification of vulnerable groups relevant for the intervention was not explicitly explored in the comprehensive Baseline study⁷ or analyzed in the Prodoc. However, both project staff and partners seem to agree that the most vulnerable are “*women, children,*

⁶ Outcome 5 : “*enhancing legal aid provisions, providing alternative dispute resolution mechanisms, and expanding access to justice to remote areas using models of centre-to-periphery service delivery with a focus on women, youth, and vulnerable groups*”.

⁷ Access to Justice study of June 2019

and people with disabilities”, as indicated in the PSO Strategy. Some key informants added rural population and youth. The issue of discrimination based on ethnicities/island of origin and discrimination based on Wantoks was not mentioned⁸.

For an eventual next phase of the project it would be recommended to systematize this knowledge in a **“social vulnerability assessment”** aimed at identifying, quantifying and prioritizing the types of vulnerability among the target population⁹. Such an exercise could also support the PSO to develop more specific eligibility criteria for legal representation.

The next paragraphs will assess how the project responded to specific needs of women, people with disabilities and youth.

GENDER

Under the UNDP Gender marker system, the A2J Project is rated as a GEN 2 intervention, aiming at achieving «*significant contributions to gender equality*»¹⁰. It is worth noting that there are already numerous organizations working on gender equality and GBV in Solomon Islands, so the A2J project had to fit in an already existing framework for intervention.

Overall **gender is well mainstreamed across the project**, which has been facilitated by the presence of a dedicated Gender Officer. As summarized in the table below¹¹, the project shows a prevalence of “gender targeted” and “gender responsive” elements, but also showcases an important “gender transformative” achievement.

All programmatic documents and training materials include a reference to gender; staff and partners show awareness of gender issues and data is disaggregated by gender in the monitoring system.

The Family and Protection Unit is one of the largest in PSO and the Public Solicitor highlighted that the unit has been further strengthened by increasing the number of lawyers, particularly in the provinces. CLAs conduct awareness on GBV, including a module on “bride price” and most cases received by CLAs are from women: child maintenance domestic violence are the most recurrent ones. In order to allow women to talk more openly, CLAs hold separate meetings for men and women. Paralegals have been trained on how to interview GBV survivors.

The Project piloted the first “Women in Justice forum” in November 2021, which was an important contribution to promote the role of women in the legal profession. The A2J team actively participated in the celebration of the International women’s day and one paralegal was assigned to work on the 16 Days of Activism campaign.

⁸ Equal rights

⁹ see for example: equal rights 2016, “addressing inequalities”

¹⁰ for UNDP gender markers see ????

¹¹ The table was developed based on the methodology illustrated in the “*Gender Results Effectiveness Framework (GRES): a guidance note*”, UNDP, 2015

The project has also attained an important “**gender transformative**” achievement in terms of increasing the representation of women in the formal justice sector and promoting a change in the power dynamics at community level. During the first mission for the selection of CLAs, communities only nominated male CLA as candidates. Consequently, a gender strategy for the selection of both paralegals and CLA was developed and quota for women were introduced (50%). 7 female CLA and 7 female Paralegals were recruited. The presence of 7 women CLA is particularly relevant for the context in Solomon Islands, considering the prevalence of patriarchal norms in rural communities. Nominating women as front-line justice officers is helping communities to understand and challenge the social norms that perpetuate inequalities between men and women in decision making processes.

Summary of the gender analysis for the A2J project		
Gender targeted	Gender responsive	Gender transformative
<ul style="list-style-type: none"> ✓ Data effectively disaggregated by gender in all monitoring activities ✓ Gender strategies referred to in all Strategic documents (e.g Prodoc, PSO strategy) ✓ Gender chapters in training material (module on “bride price”) ✓ Extensive communication material on gender 	<ul style="list-style-type: none"> ✓ Women in Justice Forum ✓ Members of SAFENET ✓ Celebration of international Women’s Day and “16 days of activism campaign” ✓ CLA: separate meetings with women ✓ Increased # of lawyers in the Family Protection Units 	<ul style="list-style-type: none"> ✓ Nominating 7 women as community legal advocates (50% target in the recruitment process)

To enhance Women’s Agency, it is not only important to change the legal and social environment but also to **increase access to the services they need**. Also with the objective to operationalize the national strategy on gender (GESI), the PSO could be supported to create additional gender responsive legal services (i.e. fee waiver programmes for women, SOPs for handling the most recurrent cases involving women, specialized PSO staff, mechanisms to protect the privacy of women petitioners, witnesses or defendants, strengthen the referral system under SAFENET with clear protocols, develop a gender strategy for delivering legal aid services for women)¹²

DISABILITIES

As highlighted in several reports¹³, disabilities is a relevant area for Solomon Islands: significant stigma is attached to disabilities and the institutional response is entirely

¹² see for example: “A practitioner’s toolkit on women’s access to justice programming”, UNWOMEN, 2018

¹³ see for example Equal Rights Trust

focused on a medical approach; some legislative provisions are creating conditions for the discrimination of persons with disabilities and the UN Convention on People with Disability has not yet been ratified. Moreover, it is widely recognized that the Covid-19 crisis is affecting this vulnerable group disproportionately in accessing basic services.

Disabilities are adequately mainstreamed across the A2J project, also thanks to the support of a dedicated “UNV Officer for disability rights and inclusion”: specific activities targeting person with disabilities were implemented and disability rights were addressed in public events and in internal trainings for the UNDP team.

The legal aid clinic for people with disabilities

An inaugural ceremony was held in December 2020 to mark the re-activation of the Legal Aid Clinic for People with Disabilities. The clinic had already been launched in 2017 with the support of a different development partner but only ran for a few months: the current clinic is based on the lessons learned from the previous intervention; in particular, it has effectively addressed the challenge of the limited public awareness about the existence of this legal service.

The clinic is based on a sustainable model as it is developed in close partnership with a local CSO: the “**People with Disabilities Solomon Islands**” (PWDSI), which is an umbrella organization representing other associations in the sector (i.e. the Deaf Association or the Blind Association) and therefore has a good network to offer support for all typologies of disabilities. The operational and administrative aspects of the clinic are independently managed by the PWDSI and a PSO Paralegal is assigned to visit the clinic every two weeks to take up cases that involve disability rights. The physical space for the clinic is currently at PWDSI in Honiara, but services are accessible from all the provinces thanks to a toll-free line which was established as an exemplary partnership with the private sector. Key achievements of the clinic include: i) persons with disabilities have a safe and accessible space to address their justice needs ii) the public is more aware about the existence of the clinic as a result of an effective communication campaign.

Considering that the PSO office in Honiara is not accessible as it has many stairs, it is widely acknowledged that the clinic has offered a solution to the **physical access** to legal services for persons with disabilities. For the future phase it is recommended to extend the intervention to **other forms of support including the use of tools and assistive devices** i.e provide documents in large print or in Braille, offer the assistance of sign language interpreters.

It is also worth exploring further the plan of the UNDP team to replicate the model in the provinces via PWDSI member organizations.

The team should continue to raise awareness including with the objective to encourage persons with disabilities to actively claim their rights. CLAs reported that *“they are too shy to show up during awareness sessions”*.

other activities on disabilities

The A2J project organized a series of activities targeting justice stakeholders and the wider public to foster a culture of respect for disability rights, in particular:

- A “Disability Sector Collaboration Workshop” was held in March 2020 with the objective to map and discuss how the different Ministries are communicating on disabilities. This was an important opportunity to promote cooperation and synergies among government institutions.
- A “sign language day workshop” was organized in September 2020.
- A Module on disabilities was delivered in all trainings for Paralegals and CLAs, to strengthen their role as agents of change for disability rights.

The UNDP Disability Rights Officer noted that these activities are gradually putting disabilities on the agenda of policy makers and have contributed to strengthen the political will to ratify the Convention on the Rights of Person with Disabilities, as also captured by the 2021 UPR review.

YOUTH

In November 2021, with the support of a Youth Officer, the A2J project conducted a series of workshops on “Youth and Justice” in 18 communities. This was not only an opportunity to raise awareness for a particularly relevant target group in the Solomon Islands context, but also to conduct a rapid knowledge attitude perception survey for youths to explore their understanding of the formal justice system in preparation of specific youth-centric workshops.

2.4 Geographical coverage

Considering the distinctive operating environment of Solomon Islands which is one of the most geographically fragmented countries in the world with archipelago of almost 1,000 islands, ensuring an adequate coverage of the project across its nine provinces is a significant challenge.

As of March 2022, the A2J project managed to operate in five out of the nine provinces of Solomon Islands. The geographical coverage of the project is strictly inter-related to the location of the PSO offices as their presence is essential for the implementation Output 1

and 2.

As indicated in the table below, the PSO has its headquarters in Honiara with 5 branches in the Provinces and one Satellite Office in Western Province. The current 14 Paralegals are based in the 6 PSO offices and the 12 Community Legal Advocates (CLA) are working in several communities in their area of intervention. The CLAs could potentially serve a population of 26,000 inhabitants. The PSO has a total of 36 lawyers¹⁴

Province	PSO office	# Paralegals	Community Advocates			
			# CLAs	Ward	Pop.	Communities
Guadalcanal	Honiara Munda	6	0			
Makira	Kirakira	1	0			
Malaita	Auki	2	4	Ward 8	4,333	Manakwai, Darawarau,
				Ward 23	3,043	Pululaha, Weilulu,
Temotu	Lata	1	3	Ward 5	1,030	Otelo, Reef Islands
				Ward 6	1,163	Nenumbo, Reef Islands
				Ward 9	1,294	Matu, Santa Cruz
				Ward 10	1,770	Nea/Neboi, Santa Cruz
Western Province	Gizo	3	5	Ward 2	2,397	Kopakopana, Sapusapuai
	Munda	1		Ward 12	4,023	Ringi-Ilitona, South - Kolombangara
				Ward 7	3,558	Supato, South Vella La Vella
				Ward 22	3,610	Nazareth, Bareho -Marovo Lagoon
TOTALS:		14	12		26,210	
p In April 2021 a scoping mission was undertaken to Marau province for a potential PSO satellite office. This office is due to be opened in April 2022 (1 of the Honiara-based paralegals will be moved thee).						

The identification of the areas of intervention followed a **participative process** with numerous discussions with national partners, including provincial institutions. The selection of the areas was evidence-based and, as documented in Project Boards reports, took into consideration relevant aspects as the presence of similar projects and PSO offices, the availability of justice services, the geographic accessibility. For example, the Western Province and Temotu were selected because the World Bank-supported “Community Governance and Grievance Management Project” is not operating in these areas. However, both UNDP and WB are working in the province of Malaita, but in this case the objective of having both interventions was to test how they would cooperate and which synergies could be developed.

Local partners expressed satisfaction for the selected areas of intervention, but recommended to extend them further to include additional communities. The DFAT Representative commented that in terms of geographic coverage the Project “*is doing as well as it’s being expected, given the challenges*”

Having project activities outside Honiara was an opportunity to **mobilize government**

¹⁴ PSO strategy

partners to visit remote areas. The MJLA Permanent Secretary appreciated the UNDP invitation to join a monitoring mission: this was an important opportunity for him to visit the rural communities and observe the work CLAs and Paralegals. There was a plan to host a Project Board Meeting in a province outside Guadalcanal, which was however postponed due to the worsening of COVID situation.

Originally the Project was working in 5 locations, but in 2021 **the area of intervention expanded** with the inauguration of the new Satellite office in Munda in Western province (the first PSO office outside a provincial capital). In April 2021 there was a scoping mission to Maru and the team plans to expand to Isobel in the next phase of justice programming as per the PSO Strategic Plan.

The modalities for the expansion, specifically for the Munda satellite Office, are sustainable and show some initial, although yet limited, in kind contributions from the national partner. UNDP is not covering any construction cost, but its support is limited to aspects related to office operations as IT equipment, basic office furniture and minor renovations where required to ensure access for PWDs. The office space is entirely covered by the Ministry of Justice in Munda and all other locations. The expansion was preceded by a thorough scoping mission and discussions with representatives of Provincial institutions.

Some **concerns may be raised in terms of programmatic priorities.** The A2J is guided by a pilot approach and the paralegal model is still being fine-tuned, so the expansion strategy (although adequately conceived and carried out) may appear premature because it retracts attention and staff from issues that should be addressed before replicating the model. The UNDP Project Manager explained that the expansion was strongly promoted by the PSO and provincial governments who collaborated and coordinated their efforts to seek support for the expansion. Given the circumstances and considering that the satellite office in Munda had a low impact on budget, it can be concluded that, for the Munda office, UNDP seized an opportunity to strengthen the partnership with PSO in an adaptive management approach (see par. 5.3). Before launching additional expansions, it is however recommended to focus on fine-tuning the paralegal model.

2.5

Adequacy of project design and intervention logic

The A2J Project was designed on the basis of a **solid Baseline.**

In June 2019, before starting the Prodoc drafting process, an “Access to Justice study” was finalized to better understand existing justice needs, including in remote areas, and explore the related implications for service delivery. The A2J Study included a cost/benefit analysis and a population survey of legal knowledge and perceptions as well as justice

service delivery needs (2,700 respondents). The study was conducted in a participative approach with active contribution from government officials and the final endorsement at Cabinet level in November 2019. The Baseline is also geographically relevant as a survey was conducted in all provinces with a key focus on the rural population.

The evidence based findings of the Baseline Study and other relevant resources¹⁵ allowed UNDP to design an intervention that adequately reflects the legal needs of the population, in particular the communities in the provinces, in addition to ensuring a solid baseline to monitor progress and behavioral changes throughout the project cycle. The Study was mentioned as a key reference resource in the 2020 UPR, so it also contributed to strengthen the understanding of the local context for the wider international community.

In line with the core objective of the A2J Project, the Study focused on “demand side of justice” by analyzing the legal needs of the communities and design accordingly the Prodoc. The “supply side of justice” was also addressed at a later stage: a functional review of the PSO office was developed to inform the PSO strategy. For a future phase of the project and in view of expanding the services to all legal aid typologies (see par. 4.1) a mapping of other key stakeholders in the “supply side of justice” could be conducted.

The intervention logic is well articulated in the RRF, which shows excellent complementarity between its two Outputs and reflects the underlying Theory of Change. The activities of Output 1 in support to the Paralegals are the building blocks to implement the activities at community level under Output 2 and they mutually address the overall development problem that *“access to formal justice services is limited in the provinces where most of the population live”*. The sustainability plan is to be noted as added value to the Prodoc.

The Project received a Cost Extension until March 2022 (further extended to June and then December 2022); the rationale for the extension is grounded in lessons learned and is clearly explained for each new activity. The new Work-plan could appear quite ambitious considering the remaining timeframe, but the Project Manager is confident about its implementation and, as indicated in table # 2, all activities are currently on track or completed.

Key informants confirmed that the design process was participative: workshops were organised with all relevant stakeholders.

The project has shown adaptability on several occasions and has managed to respond to changes in the context. For example, during the November 2021 riots in Honiara more than 100 persons were arrested, included juveniles, and UNDP supported the PSO to respond to the unprecedented increase in the number of legal representation cases before the Magistrate Courts in terms of transport, office supplies and sustenance.

¹⁵ Professor David McQuoid-Mason in 2017 and a Justice Sector Mapping Report *“A Mapping of Justice Sector Service Provision in the Solomon Islands”*

In terms of **lessons learned**, the following aspects could have received a stronger attention during the planning phase:

- ✓ Gender could have been better mainstreamed with more visibility in the RFF and the work-plan, although during implementation this aspect was adequately addressed, as explained in par. 2.3.
- ✓ The legal terminology could have been more precise (see par. 4.1)
- ✓ Indicators were not adequate to capture all the achievements of the project, as discussed in par. 5.1
- ✓ The RRF only contains the 2 Outputs statements, but should also include the statements for each Activity Result to specify what needs to be done to achieve the 2 Outputs. The activities are indeed listed in the Prodoc but only in the Work-plan and not the RRF.
- ✓ The Outcome level statement could have been more specific and clearly indicated in the RRF. Currently the Outcome statement is found in the “Sub-regional programme document for the Pacific Island Countries and Territories (2018-2022)”. It could be useful to further specify the Outcome in the RRF to better tailor it to the A2J Project. For example, instead of the generic statement “improved access to justice” a more specific statement could read: “Access to justice is improved at community level through paralegalism and with a focus on vulnerable groups”
- ✓ Risks are well detailed, but a stronger focus on assumptions would have enriched the design of the project. This is of particular relevance for the assumption made in the Sustainability plan that *“the cost of the paralegals will be gradually transferred to the recurrent budget of the PSO”*, discussed in par. 5.4.

§ 3 COHERENCE

3.1

Complementarities with other development projects

Coordination with other development partners in the justice sector occurred during the planning phase and in the early stages of project implementation, in particular with the World Bank, Oxfam and the Regional Resource Rights Team (RRRT). Some of the projects supported by these organizations phased out in 2020. The “access to justice working group” that was very active in 2020/early 2021 is less active in late 2021/2022.

The Project team has established good relations with the DFAT Embedded Advisor in PSO who has been instrumental in collaborating to make significant progress with the project. To be noted as promising practices: the partnership with the Private Sector (Our Telekom)

to establish toll free hotlines for legal aid services and the collaboration with Namati to develop the resource materials for CLAs.

The project supported by the World Bank (**Community Governance and Grievance Management Project**) has been handed over to the national partner (the Ministry of Provincial Government and Institutional Strengthening) and is running in one of the provinces where UNDP supports the PSO (Malaita), with Community Officers (CO) who perform some similar tasks to the UNDP CLA, but with a focus on community security. The interviewed CLA confirmed that CLA and CO know each other and are participating in the same meetings. Considering the pilot approach of the project and the intention of assessing how CO and CLA work together¹⁶, it would have been expected that reflections and lesson learned were available on this specific aspect. It is recommended to develop a short lessons learned report aimed at capturing how CO and CLA cooperate and explore if their working modality may be captured in a formal SOP.

In Solomon Islands, due to geographic inaccessibility, most of the development partners adopt a community based approach to implement their projects, consequently **at grassroots level numerous committees and community facilitators are operational**. The Interviewed CLA confirmed that they are encouraged to cooperate with other community facilitators but also recommended that such opportunities could be more structured instead of being left to the initiative of the individual facilitator. As an example she mentioned that she approached the Family Support Center to organize joint awareness sessions, but this has not yet happened. The interviewed CLA also shared the views of a beneficiary who suggested to use the existing Committees rather than training new staff.

It could be important to conduct a mapping and a reflection on how these structures, including the Authorized Justices (lay decision-makers under Local Courts), are working together with the objective to promote a shift from information sharing to joint implementation.

In terms of **regional coordination**, the A2J team shares knowledge and approaches with the UNDP A2J team in Fiji who are implementing the projects *“Rights, Empowerment and Cohesion for Rural and Urban Fijians”* and the Fiji Police Project.

The success of the CLA approach has enabled its replication under another UNDP project in Solomon Islands: the Biodiversity and Land Degradation project.

¹⁶ Project Board meeting of 19/03/2021

The A2J project has excellent relations with PSO which are recognized by all key informants.

Efforts to promote a common vision of paralegalism and A2J across the wider justice and security sectors have been hampered by the obstacles discussed below; the DFAT representative highlighted the importance of creating more synergies with other justice actors in an eventual new phase.

- An **overreaching coordination mechanism** for the Justice and Security sector is not active in Solomon Islands, so UNDP could not rely on existing structures to promote the concept of paralegalism. The JSSC chaired by the Chief Justice is not convening regularly and membership is only for the national institutions that are partners of the DFAT-supported Solomon Islands Justice Programme (SIJP). Accordingly, representatives of Corrections and Police, civil society or development partners are not invited to these meetings.
- The exclusive focus of the A2J project on supporting the PSO has not facilitated **working relations with other justice institutions**. The Public Solicitor and the MJLA Permanent Secretary suggested to expand the project to other actors because *“presently Police, Magistrate Courts and the Public Prosecution feel they are not part of the same legal service supply chain”*. A Paralegal further specified that during circuit courts, only PSO staff are fully equipped with laptops, which could undermine good working relations among the team. As discussed in par. 4.1, the Chief Magistrate raised some concerns with regards to the role of Paralegals in the justice system. Finally, the UNDP team confirmed that it is sometimes difficult to ensure the presence of these justice actors in the events they organize.

The DFAT representative highlighted the importance of creating more synergies with other justice actors in an eventual new phase. Considering the leverage that DFAT has in the justice sector, in particular in virtue of the “Solomon Islands Justice Programme (SIJP)”, it is recommended that DFAT considers taking up an eventual more active role in facilitating the coordination on paralegalism.

Coordination with national actors **at local level** is less problematic; the A2J project is well known to all partners in the provinces and the team has good interactions with Provincial governments.

To be noted the participation of CLAs in SAFENET, the national referral network established in 2013 under the Ministry of Health and Medical Services assists GBV victims to obtain legal, medical and psychosocial services. The interviewed CLA reported that CLAs

are encouraged to organize meetings with other community-based focal points who are members of SAFENET. However, opportunities for coordination does not seem to go beyond invitations to events and meetings and have not yet reached the stage of developing SOPs for referrals, sharing resources and conducting joint analysis. The DFAT representative also acknowledges that more could be done to link up the different community-based initiatives

The next paragraphs will analyze the achievements under two specific Activity Results of the RRF, which relate to coordination, in particular:

Activity result 1.1. aimed at *“enhancing coordination between PSO, police, courts”*.

A few successful cross-sectorial workshops were organized, but they remain isolated initiatives which are not interlinked. In particular eight workshops¹⁷ were organized with the participation of institutions representing the justice and security sector. These were excellent opportunities to gather the stakeholders and promote a culture of cooperation.

Such an approach was adequate for the pilot phase, but could be developed into a more systemic approach in an eventual next phase, for example by supporting the establishment of a sector wide Justice and Security coordination group with specific sub-groups based on thematic areas, i.e criminal justice.

Activity result 2.4. aims at *“enhancing coordination between formal and informal agencies”*.

All the activities under this result have been successfully implemented as indicated in table # 2. These activities appear however isolated and it remains unclear how some of them contribute to the overall result and how they are linked to the informal sector (e.g. the business and human resource center or the youth justice clinic).

For an eventual future phase, it is recommended to explore the feasibility of targeting directly the Traditional Authorities (village chiefs, house of chiefs, religious leaders) and deliver activities under a coherent and systemic framework, including trainings on human rights. Particular attention should be dedicated to ensure that the role of CLA in conducting mediations will not erode the authority of traditional leaders. An analysis of the cases mediated by CLAs should be

¹⁷ Court Reporting Workshop for Journalists, Online Legal Research Resources Consultation, Communications Workshop Promoting Social Inclusion, Media Freedom Day, Women in Justice Forum, Business and Human Rights Forum, International Women’s Day, Legal Clinic for People with Disabilities.

conducted to verify if they are in line with the legal framework (e.g. are decisions registered?) and how they are interlinked with mediations by traditional leaders. Both Paralegals and CLAs have engaged with traditional leaders throughout the project, in particular to organize awareness raising sessions and for the selection of CLAs. The interviewed CLA reported that CLAs are well accepted by traditional authorities; the main challenge referred is that sometimes they require her to compromise on gender issues because of the prevalent patriarchal norms. Paralegals also interact with traditional leaders who request to verify if the bylaws they developed for their communities are in compliance with the laws of the country.

§ 4. EFFECTIVENESS

This chapter provides an analysis of how the Project has progressed towards the achievements of its objectives. After an overview of the paralegal model with some recommendations to fine-tune it, each of the two Outputs will be discussed (Activity result 1.4 and 2.4 are discussed under the Coherence criterion)

As a preliminary consideration it's worth noting that the Project achieved all its target in the first year of implementation (December 2020), as detailed in the Annual Report. Considering that several activities were not captured by the indicators, the overall assessment of the project will refer to the RRF and the table developed below based on a color coded system, each representing a different status of implementation.

The table below indicates an overall **very good result in terms of implementation rate**: out of the 55 Activities, 40 are “successfully achieved”, 9 are “achieved”, 4 are “partially achieved (but broadly on track)” and only 2 are “not achieved” (but postponed to the next quarter).

Table N°2 - Status of achievement of expected results (as of 01-03-2021)

EXT = cost extension # = original RRF

Successfully achieved – achieved – partially achieved – not achieved – not applicable

Output 1: Provincial Paralegals			Output 2: Community Legal Advocates		
Activity Result 1.1 Coordination enhanced b/w PSO, CSSI, Courts & RSIPF			Activity Result 2.1 Identification of priority pilot communities		
1.1.1	Updating and enhancing cooperation b/w PSO & Justice Sector		2.1.1	Desk Review and Stakeholder Consultations on Priority Communities	
1.1.2	Regional Knowledge networks of paralegalism		2.1.2	Stakeholder Mapping and Finalization of Pilot Areas	
1.1.3	Paralegals Roundtables			Draft Stakeholder Engagement and Sensitization Strategy	
1.1.4	Identification of Priority Roll out Areas			Human Resourcing Strategy	
EXT	Virtual regional legal aid conference	Q2		Baseline Survey	
EXT	Justice integration conferenc	Q3	2.1.4	Resourcing Strategy	
EXT	Women in Justice forum		EXT	comprehensive evaluation process of the impact of CLAs.	
Activity Result 1.2 Development of Provincial Paralegals Curriculum & Selection			Activity Result 2.2 Development of CLA Curriculum and Selection of CLAs		
1.2.1	Establish of Paralegal Materials Advisory Panel		2.2.1	Establishment of CLA Materials Advisory Panel	
1.2.2	Curriculum and Support Material Design		2.2.2	Curriculum and Materials Designed and Updated	
1.2.3	Partnerships Building & HR Strategy		2.2.3	Selection of Inaugural CLAs	
1.2.4	Selection of Inaugural Paralegals		EXT	review of the CLA curriculum	
EXT	legal search engine(s) such as Westlaw		Activity Result 2.3 Strengthen capacity of CLAs to provide legal aid		
EXT	USSD platform		2.3.1	Establishment and Roll Out of Annual Training Plans	
EXT	satellite offices		2.3.2	Development & Implementation of Outreach & Communication Strategy	
EXT	updating PSO resources		EXT	specialized application for reporting and data collection	
EXT	renovating the Family Room of the PSO Honiara office		EXT	online learning platform	
Activity Result 1.3 Strengthen Capacity of PPs to support lawyers			EXT	Communication materials	
1.3.1	Establish Annual Training Plans		EXT	PSO staff, Paralegals and CLAs integrated workshop	
1.3.2	Outreach and Comms Implementation Strategy		EXT	Access to Justice song and a play on a justice story	
1.3.3	Training of supervising staff		Activity Result 2.4 Enhanced Coordination between formal - Informal agencies		
EXT	Additional paralegals will be recruited		2.4.1	Community Level Relationship Building	
EXT	comprehensive evaluation process of the impact of paralegals		2.4.2	Organisational Level Relationship Building	
EXT	new vehicles for PSO Honiara office, Makira office and Gizo office		EXT	work with Namati to develop a publication or chapter	
EXT	online continuous legal education (CLE)		EXT	guidelines on PWDs access to justice services	
EXT	Information hubs in Honiara Office		EXT	establish a connection with 'Business and Human Rights Resource Centre'	
EXT	PSO hotline located at the PSO Honiara office	Q2	EXT	youth justice clinic with the PSO	
EXT	enhance understanding on the rights of arrested and detained persons				
Activity Result 1.4 Strategic Direction of PSO Strengthened					
EXT	support the PSO to implement the 2020-2025 Strategic Plan				
EXT	procure communication and visibility items				
EXT	development of knowledge products				
EXT	psychological counselling services through a helpline for PSO staff				
	MONITORING				

4.1

The paralegal model

The A2J Project is being rolled out on the basis of an effective model for paralegalism, which is structured in a two tiers approach:

- The first tier involves 14 **Paralegals** based in the PSO office in Honiara and in the provinces. Paralegals have a law degree and work under the supervision of PSO lawyers. They are mainly performing legal tasks, (i.e. drafting letters or bail applications), but also conduct legal awareness sessions for the population.
- The second tier involves **Community Legal Advocates (CLA)** located in selected communities (see table #1). CLAs are community members with no law degree who ensure a PSO presence at the grassroots, linking their communities to the formal justice system. Their main task is to conduct legal awareness sessions for the communities, refer cases to PSO and other justice providers and conduct mediations.

The model presents several aspects that can be acknowledged as promising practices.

The two tier approach allows a strong **complementarity among the key legal aid providers**: CLAs, Paralegals and lawyers, each of them contributing with specific roles and competences to achieve the overall objective of better connecting the population living outside Honiara with the formal justice institutions.

A positive element for sustainability is the fact that the **model is rooted in a public institution**, the PSO, who is not only supportive of the initiative but has also been actively involved at all stages. This is an outstanding achievement, which needs however to be further developed in terms of sustainability, as explained in par. 5.4.

In a Human Rights Based Approach, the model targets both **rights holders at grassroots level (population) and duty bearers (PSO)**. The Project has not only provided legal aid services to the communities, but also institutional support to the PSO by supporting the development of the PSO Strategic Plan.

All key informants and in particular the PSO and the MJLA representatives, gave positive feedback on the adopted model and recommended to continue the project. CLAs, paralegals and lawyers unanimously acknowledged the overall effectiveness of the model.

Below are some recommendations to improve the model.

A Fine-tune definitions and terminology

The **definition of legal aid and its typologies** (or modalities) could be more specific, in particular with the objective to 1) facilitate monitoring activities and 2) to better clarify the role of each legal aid provider (lawyers, paralegals and CLA) in PSO.

The main inconsistency in these definitions originates in Section 92 of the Constitution which describes the role and functions of the PSO as “*to provide legal aid, advice and assistance*”. This wording is re-captured by the PSO Manual, but it is confusing as it does not present “legal aid” as the overarching category and “advice and assistance” as a legal aid typology, i.e. a modality to provide legal aid.

There is not a universal definition of legal aid typologies and each organisation developed their own (e.g the term legal advice is sometime referred to as legal counselling) but it is

undisputable that **Legal Aid is the overarching category** that encompassed them all. This is clearly stated in the UN principles on legal aid: *“For the purposes of the Principles and Guidelines, the term “legal aid” includes legal advice, assistance and representation. Furthermore, “legal aid” is intended to include the concepts of legal education, access to legal information and other services provided for persons through alternative dispute resolution mechanisms and restorative justice processes.”*¹⁸

It is recommended to adopt a clear and commonly understood definition of legal aid and its typologies; this will facilitate data collection for monitoring purposes and avoid misunderstanding in the roles of three legal aid providers.

The current phase of the A2J project is strongly focused on capacity building and legal awareness, but in the next phase an eventual shift towards additional service delivery typologies will require more clarity on these theoretical aspects.

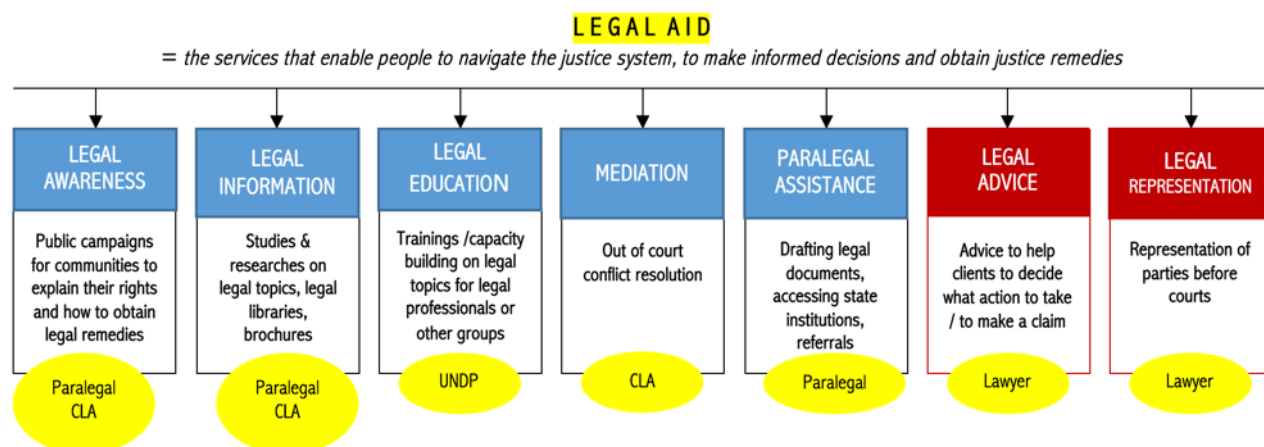
In the long term a discussion could be promoted at national level to ensure that the same definitions are adopted across the Justice sector and by international partners. Classifying legal aid under the same typologies will lay the foundations to develop a national legal aid strategy extended to CSOs, Bar Association, universities etc. and will greatly facilitate the establishment of a national-wide monitoring system for legal aid.

Other inconsistencies in terminology could be addressed in order to ensure more clarity across the different project documents and resources manuals. In particular:

- The Outreach Manual mentions **“legal awareness and legal empowerment”** without defining and distinguishing them. Legal awareness is a typology of legal aid and can be delivered in a legal empowerment approach; these notions are therefore distinct and combining them may generate confusion. For example, for monitoring purposes the monitoring officer will count legal awareness activities (quantitative data) and verify if they have been delivered in a legal empowerment approach (qualitative data).
- The Annual Report refers that **“The work of the paralegals in restorative justice has to date benefited 9.657 persons ...”**. Restorative Justice is a new concept that is suddenly introduced but not defined in any programmatic document. The term should be defined in the project document prior to reference in later project reports.
- One of the quarterly reports indicates that the project has **“supported the PSO with attending to 445 clients/cases”**. The term “attending” is generic and does not allow to understand what typology of services were delivered. Moreover, the number of cases does not always correspond to the number of clients (a case may have several clients). These details are not relevant for the pilot phase as they were not required by the M&E framework, however for a future phase it would be recommended to ensure that the terminology is more specific.

¹⁸ paragraph 8 of the UN principles

The table below proposes a possible way of defining the PSO legal aid typologies and related legal aid providers, based on current practices.



B reflect on the roles of PSO legal aid providers

Expand legal advice to Paralegals?

Paralegals reported some issues related to the scope of “legal advice”: according to the Public Solicitor and the MJLA Permanent Secretary **only lawyers are allowed to provide legal advice** whereas paralegals can only provide legal information. This position is confirmed by the project Board report of March 2020, where much attention was dedicated to ensure that the paralegals were not overstepping their mandate by delivering legal advice. A definition of the two modalities is however not available in programmatic documents or resource manuals.

Legal advice is indeed in a grey zone: it is a step beyond legal information because it entails a degree of analysis of the problems faced by the beneficiary and the provision of advice on what is the best possible course of action to solve a particular problem. However, it is not yet an activity that requires a full legal analysis and a litigation strategy. Therefore, in some countries legal advice is provided by Paralegals for specific simple cases (for example child maintenance cases) under the guidance of clear SOP and the close supervision of lawyers.

Considering the shortage of lawyers and paralegals in PSO, it is recommended to consider optimizing their time. Lawyers could focus on court representation and paralegals could be allowed to give legal advice in very specific thematic areas, with the support of clear SOPs and under the supervision of a lawyer.

Who should deliver legal awareness?

The workload between Paralegals and CLAs could be reviewed in order to ensure that **Paralegals only focus on legal tasks** in support of lawyers and cease delivering legal awareness sessions, which could be entirely delegated to CLAs and Civil Society organisations. In its second year, the project has started to shift to this set up as the number of beneficiaries of awareness sessions delivered by Paralegals decreased from 7,546 in 2020 to only 1,643 in 2021.

If adequately trained, CSOs and CLAs are in a better position to deliver awareness sessions as they are closer to the communities and therefore more easily accepted and trusted than lawyers/paralegals. As recommended by a CLA, it would still be beneficial to have occasional visits from lawyers and paralegals. One of the interviewed paralegals explained that he enjoyed being exposed to outreach activities as this was a learning opportunity for him; he also added that, considering that lack of manpower in PSO, all staff need to be multitasking and therefore delivering awareness sessions is not a problem.

The “**CSO small grants initiative**” launched in November 2021 to involve Civil Society Organisations in legal awareness activities is to be noted as a positive development to scale back the contribution of paralegals to legal awareness. This was a pilot initiative aimed at exploring which organisations could potentially become partners in a future intervention; a promising number of 30 applications were received and 12 organisations received a small grant of max USD 10,000.

The Public Solicitor, the MJLA Permanent Secretary and the Paralegals welcomed the idea to work with CSOs, but recommended that UNDP should also to build their internal capacities and to support the development of a framework at national level to regulate the legal status of CSOs.

As mentioned in the Prodoc “Risk Analysis” annex, the project should continue to monitor the **capacity of the PSO to cope with increased demand of legal services**, as result of awareness raising activities. If more people become aware of their rights, more people will be able to claim them and the PSO will need to be ready to adequately respond to the increased caseload.

A Paralegal confirmed that the number of cases referred to PSO have increased and referred that some offices struggle to respond to the new requests in a timely manner. Also the Public Solicitor acknowledged a problem of demand versus capacity and proposed to increase the number of lawyers as a solution. Paralegal proposed to strengthen the referral network and refer cases to other legal aid providers. The DFAT Advisor to the PSO pointed out that the CLA have also helped to reduce the PSO caseload, because they help to solve a case before it gets to court. For example, most cases are related to land disputes and many of them end up as criminal cases, but the CLA solves the dispute before it becomes a criminal case.

It is of utmost importance to monitor this aspect to avoid putting unmanageable pressure on the PSO lawyers who provide legal advice and representation services. To this end the PSO should make available statistics about the cases they handle and data should be analysed in relation to the number of awareness sessions delivered. In addition to the solutions suggested above, UNDP and PSO could explore opportunities to introduce new legal aid typologies illustrated below.

New legal aid typologies?

For an eventual future phase, it is suggested to consider exploring additional legal aid typologies, in particular:

- **University-based law clinics** (also referred as clinical legal education): broadly refers to activities aimed at *“building the capacities of law students to practice law by applying their knowledge in services for communities”*¹⁹. Considering the high demand for legal awareness among communities and the requirement to limit the contribution of law students to basic tasks, University law clinics should only provide legal information for the communities in close coordination with CLA and CSOs.
- **Self-representation**: refers to the case of a *“beneficiary who is party in a simple case and accepts to act as self-represented in court, without a lawyer”*. According to the Public Solicitor, this modality is available in the Solomon Islands legal system for simple criminal case involving monetary fines. Self-representation would be a powerful legal empowerment tool while saving time for lawyers so that they can focus on more complex cases. Eligible cases should be very straightforward and only consist in providing documents and going through the procedures (no witnesses, no cross-examination ...) and only involve selected clients (able to read and write).
- **Accompaniment**: refers to assisting beneficiaries in navigating public institutions and dealing with government offices to obtain documents and certificates.
-

increase legal advice and representation?

In terms of service delivery, the main focus of the A2J project is on the provision of legal awareness, which is in line with the overall objective of the pilot project. For an eventual future phase, it should be considered that in many cases the project would be able to actually solve a legal problem only by providing legal advice and representation (or eventually out of court mediation), which does not fall under the scope of the current project. Therefore, it would be important to explore further this component and eventually expand the support to the PSO lawyers and create synergies with the Bar

¹⁹ UNDP *“Resource Paper on Law Clinics”* (2008).

Association.

4.2

Provincial paralegals (Output 1)

Activity 1.2. : Establishment of the paralegal scheme

1) the role of paralegals

Priority tasks assigned to Paralegals consist in assisting the lawyers with legal tasks, including case intake, draft civil statements, visit the prisons, finding sureties, drafting court documents and conduct legal research. In addition, they conduct legal awareness sessions for the population.

All key informants, included the interviewed lawyers, provided positive feedback on the introduction of the UNDP-supported Paralegals in the PSO.

In particular, the lawyers who participated in the online survey rated as 5 stars their overall experience of working with Paralegals and they all recommended to continue working with them. Lawyers also reported that Paralegals entailed: i) a decrease in backlogs, ii) more time to dedicate to legal issues, ii) more easily available data related to cases and iv) better followed up clients.

Paralegals confirmed that they are appreciating the monitoring role of the lawyers, which allowed them to grow professionally and *“setting the foundations for our future careers”*. This can be presented as a positive unexpected outcome of the project.

Paralegals reported a positive evolution in the Paralegal-lawyer relation: at the beginning of the project the Paralegals were perceived as UNDP staff and were not trusted but over time they became fully integrated in the team and well accepted by the lawyers. Some Paralegals even mentioned that lawyers are overloading them with assignments. This an important achievement of the Project and the Paralegals, who have proved the effectiveness of the model.

Interviewed paralegals confirmed they have a good relationship with CLAs, who are constantly informing them about potential clients and are always available to receive instructions. The main challenge remains the lack of an efficient phone connectivity.

Some challenges were reported with regards to the **role and the qualification of Paralegals**.

There is not universal definition of Paralegal, but the A2J project has in principle adopted the one that is prevalent in common law countries, according to which a paralegal as

member of a legal team who has extensive knowledge of the law and legal matters, but is not a qualified lawyer²⁰.

In Solomon Islands a Bar Exam is not required and the market is saturated with young law graduates/lawyers and offers limited work opportunities. A paralegal explained: *"we did not find a job as lawyers, so we have to work as paralegals"*. Consequently, all PSO Paralegals are lawyers... *"fine lawyers, whose instinct is to give legal advice"*, as summarized by the MJLA Permanent Secretary.

This situation has created some frustrations and sometimes competition among lawyers and Paralegals. To be noted that the notion of Paralegal was not introduced by UNDP: the PSO has a history of utilizing paralegal support; however, in the past these positions were offered to law students and recent graduates from the University of the South Pacific on a voluntary basis and for only eight weeks, so their presence was less threatening for the lawyers (but also less effective in terms of support).

The UNDP Project Manager is fully aware of this issue and some mitigating measure were taken (as ensuring the Paralegals would not earn more than Lawyers). The over-qualification of Paralegals is also affecting other organizations, for example one of the FSC staff is a Paralegal who *"accepted the position despite being a lawyer"*. The issue can not be addressed at project level but should receive some strategic attention at political level. For example, the Bar Association could be supported to introduce a Bar Exam, in preparation of which the candidates could practice for a year as Paralegal in PSO.

b) recruitment and induction of paralegals

The project supported 4 successive batches of Paralegal recruits: 2 in 2020 (11 paralegals) and two in 2021 (4 Paralegals). The recruitment was an exhaustive competitive process, based on clear recruitment strategy including gender considerations), which included CV desk-review, competency-based assessment, panel interviews and background reference checks.

All new recruits participated in a 10- day substantive law training, before taking up service at PSO.

The A2J project dedicated particular attention to the capacity building activities for

²⁰ For example the American Bar Association defines a paralegal as *"a person qualified by education, training or experience who is employed or retained by a lawyer, law office, corporation, governmental agency or other entity who performs specifically delegated substantive legal work for which a lawyer is responsible"*. Conversely the UNODC study on legal aid proposes that *"Community paralegals, also known as "grassroots legal advocates" or "barefoot lawyers," provide a bridge between the law and real life. They are trained in basic law and skills like mediation, organizing, education, and advocacy. They form a dynamic, creative frontline that can engage in formal and traditional institutions alike"*.

Paralegals and CLAs. To this end a “Materials Advisory Panel” was established at the beginning of the project and composed MJLA, PSO and UNDP representatives. Its role was to define and update the curriculum and methodology for capacity building activities, including the induction training and continuous trainings for Paralegals and CLAs. External consultants worked closely with the A2J Project team to research and develop training programmes and deliver the intensive induction course for Paralegals.

Activity 1.2. : Capacity building of Paralegals

The A2J Project ensured that the Paralegals participated in a continuous development program throughout the project cycle, which covered substantial legal aspects and communication strategies during legal interviews. To be praised the learning approach that included opportunities for reflection on the knowledge and experiences acquired with continuous feedback from mentors and peers aimed at modifying the practice to improve future performance.

The table below summarizes the trainings delivered to paralegals and CLAs as of March 2022.

CAPACITY BUILDING ACTIVITIES FOR PARALEGALS & CLAs (January 2020 to March 2021)				
Title of the activity	Target Group	Start date	End date	# participants
Paralegal Induction training- batch 1	Paralegals	24/08/2020	4/09/2020	6 (3 M, 3W)
CLA Induction training	CLAs	14/09/2020	25/09/2020	13 (6M, 7W)
Paralegal Induction training- batch 2	Paralegals	12/10/2020	23/10/2020	5 (3 M, 2W)
Paralegal Communication Skills, Lessons Learned and Refresher Training	Paralegals	12/2/2021	18/02/2021	12 (6 M, 6W)
CLA Communication Skills, Lessons Learned and Refresher Training	CLAs	19/3/2021	30/03/2021	12 (6M, 6W)
Paralegal Induction training- batch 3	Paralegals	12-18/02/21	1-2/03/2021	2 (1 M, 1W)
Paralegal Induction training- batch 4	Paralegals	21/06/2021	3/07/2021	5 (2 M, 3W)

The following training materials were developed to support of the A2J Project. An interviewed Paralegal reported that the manuals are useful and that she refers to them for her work.

- ➔ Outreach toolkit
- ➔ Paralegal resource manual
- ➔ Induction training package for Paralegals

The Project has significantly invested in high tech equipment/products and partnership

with tech companies to strengthened capacities and to facilitate opportunities to deliver legal aid, in particular:

- The PSO and other justice actors are supported to **access online legal resources** (Westlaw, Justis and LexisNexis) to enhance legal research capability. 66 licenses (15 for PSO and the rest for other justice institutions) are in the final stages of procurement with MJLA. In Q2 of 2022 the project plans to deliver trainings on how to use database search engines to find the primary sources of case law, legislation, and commentary. In addition to strengthening the research skills for PSO, this is an excellent initiative to support other justice institutions in the project in view of strengthening their involvement in access to justice (on this point see par. 3.2) . To strengthen sustainability and local ownership, the new project phase should consider to gradually transfer the costs of such initiatives to the MJLA.
- An information App. based on the **USSD platform** (Unstructured Supplementary Service Data) is in its final stages of development. The Platform will provide information on legal issues via standard mobile phones without requiring internet connection. This is significant achievement to expand legal aid services in the provinces.

Activity 1.2. : Strategic direction of PSO

The A2J project adequately reflects a Human Rights Based Approach: while supporting right holders it has also provided institutional and logistical support to the PSO.

In October 2020 the PSO's Five-Year Strategic Plan was approved after a well-structured process which included a functional review, corporate planning, and analysis of the legal framework; the Plan was based on extensive consultations, and included a two-day workshop for PSO staff. Of particular relevance for the pilot approach of the A2J Project, is the revision process that took place during a two-day workshop in September 2021 with the participation of all PSO staff. This was an opportunity to discuss the progress of the plan and capture lessons learned during the first year of its implementation. The Strategy was adequately communicated also for external users with a clear publication.

Considering the pilot approach of the project, the Strategy could have covered a shorter period of time (instead of 2020-2025) which would have allowed an easier review to reflect eventual programmatic developments that may be introduced with the new phase of the A2J project.

The PSO office also received logistical support with the procurement of laptops, printers, toners and stationery for the daily operations of all PSO offices. A vehicle and open board motors were procured to facilitate access to remote communities.

Activity 1.2. : Justice sector coordination on legal aid

Discussed under the Coherence criterion in Par. 3.

4.3 Community Legal Advocates (Output 2)

Activity 2.1. : Identification of priority pilot communities

The CLA pilot provinces were identified based on a widely consultative process as detailed in par. 2.4. on the geographic coverage.

Activity 2.2. : Development of a CLA curriculum and selection of inaugural CLAs

The selection of CLAs was a well designed process, that included a gender quota system of 50% women and comprehensive eligibility criteria. The UNDP team travelled to all the 13 pilot sites to facilitate the selection process, but the CLAs were chosen by the communities with a voting system in a participative and locally owned process. 7 women and 6 men were chosen as CLAs, with the gender quota exceeded by 10%.

The training of the CLA was organized with a similar process described in par. 4.2. for the Paralegals; the same Materials Advisory Panel was also overseeing the capacity building process for the CLAs, in addition to the support of Namati who contributed with the expertise on paralegalism.

The 13 Paralegals participated in a 12 days' induction training in Honiara in September 2020. Evaluation questionnaires highlighted that the participants recommended a longer training and requested additional information on legal topics and communication.

CLAs have been mentored and supported by UNDP and PSO staff remotely. In addition, Rapid Assessment Monitoring Missions to 12 pilot communities were organized in 2021 to assess the work of the CLAs. This is a notable effort of the UNDP team, which provided important lessons learned (including from the perspective of the beneficiaries) as well as an opportunity to evaluate the performance of the CLAs.

Acknowledging the transportation challenges across Solomon Islands as well as the impact of COVID and the December riots, the above mentioned arrangements to build the capacities of CLAs can be considered adequate. For the future it would be recommended to increase the number of training where CLAs are all convened in person as this is an important opportunity to learn from other's experience and strengthen the network.

Activity 2.3. : Strengthen capacity of CLAs to provide legal aid

As outlined in the CLA Manual, CLAs are tasked to: i) assist beneficiaries to report crimes to the police, ii) refer cases to PSO and CSOs, iii) facilitate advocacy to address legal problems in the community iv) deliver legal awareness sessions in the communities.

In delivering these activities the CLA are guided by the CLA Resource Manual and the Outreach Manual. The interviewed CLA refers to the manual in her daily work; she recommended to print more brochures and to make available criminal codes as people ask frequently about charges. The CLA referred that the A2J project is having a significant impact on the communities, in particular on women who have a confidential “safe space” to discuss their problems, in particular cases of domestic violence.

The CLA reported the following **challenges**:

- ➔ Transportation to nearby villages,
- ➔ Occasional delays in payments of the incentives,
- ➔ Unlike other organizations, UNDP is not paying for tea, which is expected by the participants. Considering the low impact on budget, consideration could be given to align to the practice of other partners, as long as this does not become a precedent for the reimbursement of other costs (i.e. transportation to reach the location of the awareness session).
- ➔ Paralegals are often relocated to different PSO offices and the new one is not aware of the file.
- ➔ Feedback from Paralegals on referred cases can sometimes take long time.

Among all the activities conducted by CLAs, only awareness sessions are formally monitored under an indicator in the RRF. The project team has however ensured that some additional data is collected.

For example, the M&E system allows to understand that in 2020 the CLA received 55 legal queries out of which **32 referred to PSO** and that in 2020 the CLA received 119 legal queries, out of which **24 referred to PSO**. It is interesting to note that the number of legal queries doubled in 2021, which could indicate that more people are aware of the role of CLA and their rights. The number of cases referred to PSO on the contrary decreased, which could indicate that CLA are more aware of which cases to refer and are offering some solutions locally.

RRF indicators are also not capturing the number of beneficiaries of awareness sessions, however the M&E system allows to share an overview of the excellent results in this regards. As of December 2021, a total number of **24.380 beneficiaries (51 % women)** participated in awareness sessions delivered by CLA and Paralegals, as detailed in the table below. Considering that the estimated population of the communities served by CLAs is 26.210 persons (see table # 1) and their awareness sessions by CLAs reached 15.191 persons, it can be concluded that 60% of the population in the piloted communities participated in an awareness session. This an excellent result, which can however not be

specifically measured against project results because of the lack of a dedicated indicator on the number of beneficiaries. (see par. 5.1)

AWARENESS SESSIONS delivered by PARALEGALS (2020 and 2021)					
	# of awareness sessions	Year	TOT. # of beneficiaries	MEN	WOMEN
	152	2020	7.546	3.724	3.822
	28	2021	1.643	749	894
Totals	180		9.189	4.473	4.716

AWARENESS SESSIONS delivered by CLAs (2020 and 2021)					
	# of awareness sessions	Year	TOT. # of beneficiaries	MEN	WOMEN
	129	2020	5.845	2.989	2.906
	215	2021	9.353	4.597	4.756
Totals			15.191	7.586	7.662

Activity 2.4. : Enhanced Coordination between formal and informal agencies

Discussed under the Coherence criterion in par.3.2

§ 5 EFFICIENCY & SUSTAINABILITY

5.1 The Monitoring & Evaluation system

Data for the M&E system is collected by Paralegals and CLAs, who both have dedicated tools (Logbooks) to compile weekly reports which are sent to UNDP via WhatsApp (for CLA) or via email (Paralegals). Due communication challenges (only 2G) in the rural communities, logbooks are compiled by hand and shared with the M&E officer via Whatsapp (videos, photos and attendance list). The M&E officer is aware that the system is time-consuming but also the best solution given the communication limitations. The future plan is to introduce a reporting tool similar to Kobo.

Every month the M&E officer consolidates the data in centralized database and conducts an analysis, which is presented to the Project Manager.

Overall the M&E system received **good feedback from all key informants**, including the donor who defined it “*quite good and systematic*”. The system is well structured and notable efforts have been undertaken to ensure that relevant data is collected and analyzed, included the appointment of a dedicated M&E officer. The quality of reporting is outstanding. Relevant aspects, considering the pilot approach of the project, include

the focus on adapting based on lessons learned and the field monitoring missions conducted throughout the project cycle (baseline mission, rapid assessment and end line mission).

All project targets are overachieved, however indicators as defined in the RFF present some weaknesses that don't allow to adequately reflect the achievements of the project, in particular:

- All indicators are **quantitative and only measure Output level results**, which could be justified under a two- year pilot project. However, an impact indicator to measure basic changes could have been included, for example to understand how the PSO caseload is changing following the awareness sessions. Eventually an indicator with 0 target for both year 1 and 2 could have been included in order to be more aware of the overall objective of the intervention and to start collecting data accordingly. It is ineffective not to have an impact level indicator when such a comprehensive baseline study is available.
- All six project targets were already achieved in the first year of implementation under the COVID pandemic (December 2020), which would suggest that they **could have been more ambitious**.
- Efforts to keep the number of indicators limited are to be praised (6 in total), however a couple of **additional indicators** would have allowed to capture all the activities (for example the excellent results in the field of communication could be better showcased with a specific indicator).
- Some of the legal activities could have been captured **more specifically**: for example, indicator 1.3 *"number of communities sensitized"* would have been more striking if presented as *"number of beneficiaries, disaggregated by gender"*.
- It is recommended to clarify the typologies of legal aid covered by the project and ensure that each of them is captured in an indicator. For example, it is important to know how many mediations are performed by CLAs, which is not available under the current M&E framework.
- Statistical linkages should be available between the data collected at project level (n. of communities sensitized) and **data collected at PSO level** for example to understand if the workload of PSO has increased or decreased since CLA started to deliver awareness sessions.

The UNDP team is aware of the above mentioned shortcoming in the RRF indicators. A light revision of the indicators was adopted by the Project Board of September 2020: one indicator was removed and two new were introduced. (The *"# of Paralegals appointed as permanent staff"* appeared unachievable and over- ambitious for a pilot and the number of referrals to PSO was included to monitor the linkages between communities and PSO)

The most cited challenge for the M&E was access to adequate communication networks.

All paralegals have access to 3G but it is not the case for CLAs, who only have 2G. This is complicating the submission of weekly reports and can also delay the payments of CLA incentives as they are conditioned to the fulfillment of all reporting requirements.

The Deputy Project Manager suggested to introduce more technology for data collection, as is extremely expensive to do monitoring missions, not only because of the costs of transportation, but also because flights are often cancelled and staff remain stuck in the provinces for long periods.

5.2 Project management, administrative arrangements and communication

The project is guided by a **Project Board** mandated to meet at least once a year: as of March 2022 the Board convened four times throughout the project cycle (twice in 2020, once in 2021 and once in 2022). To be noted as a positive initiative to promote a decentralized approach, the attempt to hold the 2021 Board Meeting in one of the provinces (canceled due to the November 2021 Riots). The Board has been acknowledged by several key informants, including the MJLA Permanent Secretary, as a good opportunity to discuss and be updated about project progress and take project related decisions in a participative approach.

The UNDP **management of the project** is recognized as efficient by the donor and both the MJLA Permanent Secretary and the Public Solicitor acknowledge the excellent relationship with UNDP.

To be noted for the relevance to a pilot project, the efforts to apply an adaptive approach to programming. Activities have responded to changes in the political and security operating environment. (i.e. during the November riots UNDP rapidly developed a package to support the numerous youth detained following the mass arrests). Activities have also shifted due to a learning process that encouraged the team to adjust their actions. (i.e in the first year Paralegals had a stronger focus on awareness raising but in the second year they shifted to more legal work in support to lawyers). The team has also ventured into experimentation (i.e the expansion to a remote area with no justice institutions) and promoted flexible management practices that allowed flexibility to shape programme activities (i.e. the first batch of Paralegals was paid on a monthly basis, whereas the next batches are now paid by deliverables).

The team was well managed and interviewed staff recognized a positive working environment with a lot of opportunities for cooperation. The Paralegals unanimously recognized that the UNDP team has been actively supporting them: *“they always pass by the office and check on us”* and specifically appreciated the UNDP intervention when there were some issues with the lawyers.

The following challenges were mentioned with regards to **administrative aspects**:

- A key challenge is the subsequent **Cost and no-cost extensions** that have postponed several times the end of the project. (4 times as of March 2022). This approach is having a negative impact on the management of the project: e.g all the contracts for paralegals, CLA and UNDP staff need to be renewed before every extension, which implies cumbersome processes, as for example a performance evaluation for each staff. Subsequent contract extensions (by 3 months) are also demotivating for staff, who may be looking for a longer term job.
- The Family Support Center, one of the grantees in the **small grants scheme**, suggested to anticipate the process to approve the proposals to ensure that the CSOs have adequate time to deliver the activities. The FSC submitted their proposal in August but only received the approval in later September/October and had to complete all the activities by end of December. The FSC representative also recommended to strengthen communication on financial aspects, in particular how to develop the budget should be made clear from the beginning of the process.
- Some UNDP staff mentioned some **delays in supply chains** due to the global pandemic.
- CLAs complained that their **incentives** are sometimes arriving with a month of delay, which has a negative impact on their activities because they can not be implemented. UNDP IRMU staff explained that sometimes the delays are depending on the reporting standards which are not always met by CLAs and suggested to organize additional trainings for CLA on how to report.

It is finally worth mentioning the excellent results in the **area of communication**. As referred by a UNDP IRMU staff the media are speaking highly of the A2J project. Numerous activities were implemented with a focus on communication. To be noted: the new PSO logo and website, the campaigns conducted on social media, radio-dramas, podcasts, publications, brochures and posters.

5.3 Sustainability

Despite the A2J project presents some solid elements that reflect an attention to sustainability, some concerns can be raised with regards to this criterion.

It is indisputable that a paralegal model grounded in a public institution as the PSO, is highly relevant in terms of ensuring its continuation after the closure of the project. This element is further reinforced by the solid capacity building framework for CLA and Paralegals and by the project approach that has a priority focus on national ownership (i.e. the MAP committee to develop resource materials) and a strong participation at grassroots level (i.e CLAs were selected by the communities).

Specific project activities and modalities also indicate attention to sustainability. To be noted the workshop to improve the wellbeing of the PSO staff by supporting them to develop mindful practices when they are faced with work-related stress, anxiety, and trauma. The salary for Paralegals (700 USD) was defined based on a comparative analysis of the salary of the lawyers to ensure it would not be higher.

The **problematic aspect of sustainability** lays in the original indicator 1.2 and paragraph 1 of the sustainability plan, which were both based on the assumption that *“once trained the Paralegals will be permanently based in PSO offices outside Honiara”*. The sustainability plan includes as objective for year 2 that *“3 paralegals are employed using SIG resources”*. The “try before the buy” approach was a good plan, as it would have allowed the PSO to hire the most talented and committed paralegals at the end of the project. However, both the MJLA Permanent Secretary and the Public Solicitor explained that this is highly unlikely to happen for several reasons.

Firstly, the PSO has no “hire and fire” power as all human resources aspects are managed by the Public Service Commission and moreover, due to COVID, all recruitments in public institutions are frozen until 2023. Secondly, institutions don’t seem to share a common understanding of the notion of Paralegals; in particular, the Chief Magistrate appears to oppose the idea of hiring paralegals before identifying their legal basis (i.e a revision of the Public Solicitor Act). Interviewed Paralegals were unaware of any plan to hire them at the end of the project. CLAs also expressed concern about their future, in particular with regards to cases that will still be open at the closure of the project.

Ensuring that at least some Paralegals are absorbed by PSO under SIG budget is key to the sustainability of the Paralegal model, however it must be acknowledged that achieving this crucial step was based on the wrong assumption that the PSO was able to hire the Paralegals. It is also worth considering that the indicator on Paralegals was overambitious for a pilot project, in addition to being identified before COVID and the consequent freeze of all public sector recruitments.

In conclusion, the views of the evaluator on the sustainability criterion remain overall positive for the pilot phase, but will definitely require more attention in the next phase. In an eventual next phase, the key focus should be on promoting a discussion among key government institutions in order to harmonize views, identify a legal basis and financial resources to advance paralegalism. The donor should facilitate this process and maximize synergies with the SIJP.

Section III: Conclusions and Recommendations

1.1 Conclusions

The findings detailed in the previous paragraphs are consolidated below for each evaluation criterion.

Relevance

- Both Project Outputs are well aligned with key national policies and with UNDP/UN regional strategies. Notable efforts were made to reflect the relevant Sustainable Development Goals (SDGs) in the activities.
- The intervention is relevant to the needs of the population, in particular outside Honiara, and has also supported the institutional capacity of the PSO. Overall gender and disabilities are well mainstreamed across the activities and some initial results are achieved in addressing the needs of youth. The nomination of 7 women as Community Legal Advocates (CLA) represents a “gender transformative” achievement in a the highly patriarchal rural society. The disability legal clinic improved physical access for persons with disabilities, but should be further developed to include other forms of support.
- Considering the territorial fragmentation of the country, the project has achieved an adequate geographic coverage with a presence in five out of the nine Provinces. Areas of intervention were identified on the basis of a participative process and were evidence-based. The expansion process to new areas was conducted in an effective and sustainable approach, but it is recommended to fine-tune the paralegal model before further expanding the geographic coverage.
- The project was designed in a participative approach and on the basis of a solid Baseline. The intervention logic is well articulated in the RRF but, despite a light revision, the six indicators remain inadequate to effectively capture how the project is progressing towards its objectives. The project has shown adaptability and responded rapidly to changes in the context.
- During the 2 years of project implementation, the COVID-19 situation has only partially affected project activities, with some challenges due to travel restrictions, remote working and delays in imports from abroad. As of January

2022, the first community transmission could on the contrary have a negative impact on the implementation of the last activities before the end of the project.

Coherence

- Coordination with other international partners in the justice sector occurred in the initial stages of the project, until UNDP remained the one of the only international actors supporting access to justice at community level. At local level coordination with other community-based structures and facilitators is occurring but could be improved.
- Efforts to promote a common vision of paralegalism across the justice and security sectors were hampered by the absence of a national coordination mechanism and the exclusive focus of the A2J project on the PSO with limited attention to other justice institutions. A few successful cross-sectorial workshops were organized, but they remain isolated initiatives. Coordination was more successful at community level, in particular with the participation of CLAs in SAFENET.

Effectiveness

- The Project achieved all its target in the first year of implementation and the implementation rate as of March 2022 is excellent with 49 activities out of 55 “successfully achieved” or “achieved”.
- The Paralegal model can be acknowledged as promising practice: it is rooted in a supportive public institution and the two tier approach allows an excellent complementarity among the key legal aid providers: CLAs, Paralegals and Lawyers. Points for reflection include: i) discuss the roles of PSO legal aid providers with a focus on expanding legal advice to Paralegals, limiting legal awareness to CLA and CSO and introducing new legal aid typologies ii) fine-tune definitions and terminology.
- Both Paralegals and CLA were recruited through an exhaustive process, based on a clear recruitment strategy including gender considerations. The over-qualification of Paralegals, who are all lawyers, has represented a challenge but it’s an aspect that falls outside the control of the project.
- Particular attention was dedicated to capacity building activities with induction and continuous trainings and well-designed resource material which were developed in a participatory approach. To be noted the introduction of high tech products as the USSD platform to provide information on legal issues via standard mobile phones without requiring internet connection.

- The PSO's Five-Year Strategic Plan was approved after a well-structured process and adequately communicated with a clear publication.
- Key informants shared positive feedback on the introduction of Paralegals and CLA. Even the lawyers who participated in the online survey rated as 5 stars their overall experience of working with Paralegals and recommended to continue working with them.

Efficiency

- Overall the M&E system is well structured and received good feedback from all key informants. The quality of reporting is outstanding. To be noted the focus on adaptation based on lessons learned and on field monitoring missions conducted throughout the project cycle. The most cited challenge for the M&E system was access to adequate communication networks.
- The Project Board is recognized as a good opportunity to discuss and be updated about project progress and take decisions in a participative approach.
- The UNDP management of the project is recognized as efficient. To be noted for the relevance to a pilot project, the efforts to apply an adaptive approach to programming. The project has undergone four successive "cost and no-cost extensions" which is putting significant pressure on the operational aspects of the project.
- Excellent results have been achieved in the area of communication: the media are speaking highly of the project and numerous activities were implemented with a focus on communication.

Sustainability

- The project presents some elements for sustainability, in particular: a paralegal model grounded in a public institution, a solid capacity building framework, a priority focus on national ownership with a strong participation at grassroots level. Specific project activities and modalities also indicate attention to sustainability.
- The project will not achieve the objective stated in the Sustainability Plan that at least 3 Paralegals are handed over to the PSO under SIG budget. Acknowledging that achieving this crucial step was based on a wrong assumption and was overambitious for a pilot project, the views of the evaluator on the sustainably

criterion remain overall positive for the pilot phase, but will definitely require more attention in an eventual new phase.

1.2 Recommendations

Considering that this is a final evaluation and the conclusions presented in the previous paragraph are overall positive, most recommendations listed in the table below are aimed at stimulating a reflection on priorities and approaches for an eventual future phase based on the lessons learned throughout the A2J Project and the findings of the evaluation. Recommendations marked as Priority 1 are proposed for the current project, whereas those marked as Priority 2 and 3 should be considered for an eventual future phase.

# /Party	Recommendation	Priority
R1	Fine-tune the paralegal model	
UNDP PSO MJLA	<ul style="list-style-type: none"> ✓ Adopt a clear and commonly understood definition of legal aid and its typologies; ✓ Expand support to PSO lawyers for legal representation & advice and create synergies with the Bar Association. ✓ Explore opportunities to introduce new legal aid typologies (university law clinics, self-representation, accompaniment) ✓ Explore legal pathways for paralegals to provide legal advice in very specific thematic areas, with the support of clear SOPs and under the supervision of a lawyer. ✓ Consider allowing Paralegals to only focus on legal tasks in support of lawyers and cease delivering legal awareness ✓ Consider nominating CLA and CSOs as the only providers of legal awareness. ✓ If partnering with CSOs for legal awareness, include a component to build their internal capacities ✓ Monitor the capacity of the PSO to cope with increased demand of legal services ✓ Conduct an analysis of the cases mediated by CLA and ensure mediations occurs within a legal framework and in cooperation with traditional authorities. 	1 3 3 2 2 2 3 1 2
R2	Improve sustainability with regards to the recruitment of Paralegals	
UNDP	<ul style="list-style-type: none"> ✓ continue to strive for the absorption of Paralegals under the PSO organigram. 	1

	<ul style="list-style-type: none"> ✓ promote a discussion among key government institutions in order to harmonize views, identify a legal basis and financial resources to advance paralegalism. ✓ explore if Paralegals can be funded by an international donor but managed by the Civil Service Commission or PSO 	1 1
R3	Promote coordination on A2J among justice actors at national level <ul style="list-style-type: none"> ✓ conduct a mapping of justice and security stakeholders relevant for A2J ✓ support the establishment/revamp exiting mechanisms for a sector wide Justice and Security coordination group with specific sub-groups based on thematic areas ✓ explore the feasibility of an activity aimed at gradually including Traditional Authorities in the coordination mechanism at national and local level and strengthening their knowledge of human rights. s 	
UNDP		
R4	Improve coordination at community level <ul style="list-style-type: none"> ✓ conduct a mapping of local community based committees and community facilitators ✓ promote opportunities for these structures to a shift from information sharing to joint implementation. ✓ develop a lessons learned report to capture how CO, CLA and other community facilitators cooperate in Malaita 	
UNDP		
R5	Define adequate indicators in the RRF <ul style="list-style-type: none"> ✓ Include at least one Outcome level indicator ✓ Increase the number of indicators to ensure that all key results are captured ✓ Ensure that indicators are specifically defined, particularly to capture all typologies of legal aid ✓ Include an indicator to measure variations in PSO caseload in relation to legal awareness 	
UNDP		
R6	Deprioritize geographical expansion until the end of the pilot phase <ul style="list-style-type: none"> ✓ Before launching new geographical expansions, ensure that the paralegal model is well defined and tested 	2
UNDP PSO MJLA		
R7		

ANNEX I	LIST OF CONSULTED PERSONS
1	Professor Paul Mae , Permanent Secretary for the Ministry of Justice and Legal Affairs,
2	George Gray , Public Solicitor
3	Andrew Elborn , Counsellor – Governance Australian High Commission
4	Alan Watkins , Adviser to the Public Solicitor
5	Justice Howard Lawry , former Public Solicitor
6	Berdi Berdiyev , Deputy Resident Representative · UNDP Solomon Islands
7	Andrickson Maqu , Community based Advocate
8	Barbel Riti , Results, Resources Management Communications Analyst, UNDP
9	Edward Suinao , Monitoring and evaluation Officer, UNDP
10	FGD with 10 Paralegals
11	Grace Kiernan , Project Manager, UNDP
12	Hilda Mungale , Senior Training, Advocacy and Communication Officer, Family Support Centre
13	Merewalesi Laveti , Monitoring, Evaluation and Country Coordination Analyst, UNDP Fiji
14	Rashmi Chary , Disabilities and Social Inclusion Officer, UNDP
15	Stella Tuhaika , Deputy Project manager, UNDP

ANNEX II

LITERATURE REVIEW

#	Articles, reports, assessments
1	The World Bank , <i>Justice Delivered Locally</i> , August 2013;
2	Reach Alliance , “ <i>Between State and Non-state Systems: Access to Justice in Rural Solomon Islands</i> ”, July 2021
3	Coffey International Development , “ <i>Australian Government’s Solomon Islands Justice Program Design Document</i> ”, July 2017 to June 2021
4	AbT Associates , “ <i>Australian Government’s Solomon Islands Justice and Governance Programs Evaluation: Final report</i> ”, March 2020
5	Linda Kelly et al , “ <i>The Mid-term review of the Australian Government’s Solomon Islands Justice Program</i> ”, August 2015
6	Asian Development Bank “ <i>Civil Society Briefs: Solomon islands</i> ”, 2017
7	Equal Rights Trust , “ <i>Stand Up and Fight: Addressing Discrimination and Inequality in Solomon Islands</i> ”, 2016
8	The World Bank , J4P “ <i>evaluation of the community officer project in Solomon Islands</i> ”, 2012
9	The World Bank “ <i>Justice Delivered Locally Systems, Challenges, and Innovations in Solomon Islands</i> ”, 2013
10	The World Bank , “ <i>The Hybrid Courts of Melanesia. A Comparative Analysis of Village Courts of Papua New Guinea, Island Courts of Vanuatu and Local Courts of Solomon Islands</i> ”, 2011
11	Pacific Judicial Strengthening Initiative , “ <i>Situation analysis of pacific legal aid systems</i> ”, 2021
12	Pacific Judicial Strengthening Initiative , “ <i>Situation analysis of pacific lawyer associations</i> ”, 2021
13	UNDP , “ <i>Access to Justice Study. Solomon Islands</i> ”, 2019
14	UNDP , “ <i>A mapping of justice sector service provision in the Solomon Islands</i> ”, 2018
15 G	Oxfam Australia “ <i>Transforming Harmful Gender Norms in Solomon Islands: A study of the Oxfam Safe Families Program</i> ”, October. 2019.
16G	Ride, A & P. Soaki , <i>Women’s Experiences of Family Violence Services in Solomon Islands</i> , 2019
17	“ <i>Legal pluralism and the Public Solicitor’s Office of Solomon Islands</i> ”, Martha Manaka & Jennifer Corrin, January 2022
#	Government documents
17	Agenda 2030: Solomon Islands Voluntary National Review, June 2020
18	Universal Periodic Review, Solomon Islands, May 2021

19	Gender equality plan for Solomon islands 2020–2022
20	National Development Strategy 2016-2035
21	Justice Sector Strategic Framework, 2014
22	Women Peace and Security National Action Plan, 2017-2021
23	2014 – 2019 national review report on Solomon Islands implementation of the Beijing Declaration and Platform for Action
#	UN and UNDP strategic documents
24	United Nations Pacific Strategy 2018-2022
25	UNDP Strategic Plan 2018-2021
26	UNDP Strategic Plan 2022-2025
27	UNDP Sub-regional Programme Document for the Pacific Island Countries and Territories (SRPD) 2018-2022
28	UNDP Project Document “ <i>Enhancing Access to Justice in Solomon Islands through Paralegalism</i> ”
29	<u>UNDP A2J Project documentation:</u> <ul style="list-style-type: none"> • Project annual work plans • Project progress reports • Project annual report 2020 • Project board minutes • Results-Oriented Annual Report (ROAR) • Project knowledge products: Paralegal curriculum; Community Legal Advocate Curriculum; Outreach Toolkit

ANNEX III EVALUATION MATRIX

UNDP PARALEGAL PROJECT – Solomon Islands EVALUATION MATRIX ²¹			
1. RELEVANCE			
The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.			
	QUESTIONS	DATA SOURCES	DATA COLLECTION METHOD
Q.1.1.	How relevant is the project to target groups' needs and priorities, including target groups of governments, development partners and CSOs?	- Justice Sector strategies, - reports	- Online research - Interviews
Q. 1.2	<p>How does the project reflect the "Leave no one behind" principle in relation to its different components?</p> <p>Human Rights</p> <ul style="list-style-type: none"> - To what extent are human rights considerations included in the project design and implementation? - To what extent was the project informed by human rights treaties and instruments? - To what extent did the project identify the relevant human rights claims and obligations? <p>Gender equality</p> <ul style="list-style-type: none"> - To what extent has the Project promoted women's participation throughout the Project activities and improved the active participation of women in discussions? - How could gender equality considerations be further included in the project design and implementation? <p>Social Inclusion</p> <ul style="list-style-type: none"> - How did the project consider the needs of the vulnerable and disadvantaged and hard to reach groups to promote social equity, for example, women, youth, disabled persons? 	<p>- Project document</p> <p>- reports, - articles, - gvt statistics</p> <p>key informants</p>	Analysis and interviews
Q.1.3	To what extent the planned outputs contributed towards the achievement of the CPD and UNDAF outcome?	CPD and UNDAF	Request CO
Q.1.4.	To what extent are the outputs, outcomes and objectives of this project/programme relevant and contributing to the achievement of Sustainable Development Goal 16 and how have project activities supported partners in implementing SDG 16?	Project document, VNR 2020	Request CO

²¹ Based on the revised OECD-DAC evaluation criteria

Q.1.5.	How relevant was the geographical coverage of the project?	key informants, statistics	Interviews Request CO + PSO
Q.1.6.	Was the design of the project adequate in terms of ensuring that: <ul style="list-style-type: none"> - activities, outputs and outcomes are well aligned in the logical framework and in the ToC? - The project makes optimal use of resources and cooperation with other development initiatives? 	Project document	Request CO & interviews with UNDP staff
2. COHERENCE (<i>Partnership and cooperation</i>) The compatibility of the intervention with other interventions in a country, sector or institution.			
Q.2.1.	To what extent have partnerships been sought and established with and between governments, parliaments, the private sector, civil society and academia?	key informants, ProDoc	Interviews & mobile phone
Q.2.2.	To what extent were partnership modalities conducive to the delivery of outputs?	key informants	Interviews
Q.2.3.	Has the project promoted a common understanding of paralegalism across the different justice institutions?	key informants	Interviews
Q.2.4.	Are there current or potential complementarities or overlaps with existing development partners' programmes? With other UNDP projects in country? With UNDP projects in the Pacific region?	key informants	Interviews
3. EFFECTIVENESS The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.			
	QUESTIONS	DATA SOURCES	DATA COLLECTION METHOD
Q.3.1.	To what extent were the planned outputs in the project document achieved? What were the major factors influencing the achievement or non-achievement of the outputs?	key informants monitoring reports	Request CO Interviews
Q.3.2.	Were there any unintended results achieved beyond those included in the results framework?	key informants	Interviews
Q.3.3.	What lessons, both positive and negative, can be learned from this Project? any challenges and areas for improvement? What good practices, if any, in planning and implementing the project can be identified that should be replicated and/or scaled up in related future programming?	key informants	Interviews & mobile phone
4. EFFICIENCY The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way and reflects operational efficiency.			
	QUESTIONS	DATA SOURCES	DATA COLLECTION METHOD

Q.4.1.	To what extent were the human and financial resources and inputs converted to outputs in a timely and cost-effective manner?	Financial documents	Request CO
Q.4.2.	From an operational perspective (monitoring, management arrangements), what are the strengths, weaknesses, opportunities and threats of the Project? the Results Based Framework has been a useful programme management tool and allowed for an assessment of project outcomes and impact?	Monitoring docs, Prodoc, UNDP staff	Interviews
Q.4.3.	Did the project ensure that models developed are coherent with the limited local financial resources?	Key informants	Interviews
Q.4.4.	Were the project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable?	Key informants	Interviews
5. IMPACT(EXPECTED) The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.			
	QUESTIONS	DATA SOURCES	DATA COLLECTION METHOD
Q.5.1.	To what extend is the project likely to achieve/already achieved its two outcomes and its overall objective of increasing access to justice services at community level?	Key informants	interview
Q.5.2.	Which best fit can be identified for adaptation and replication (eg. in other projects or thematic areas), up-scaling, or prioritization, to achieve outcomes in the most effective way?	Key informants	interview
Q.5.3.	What impact did the Paralegal project have on the the Public Solicitor Office? What behavioural changes can be expected?	Key informants	Interview
6. SUSTAINABILITY The extent to which the net benefits of the intervention continue, or are likely to continue.			
	QUESTIONS	DATA SOURCES	DATA COLLECTION METHOD
Q.6.1.	To what extent has the ownership of key stakeholders been sought and institutionalized?	Key informants	interview
Q.6.2.	How effective were the exit strategies, and approaches to phase out assistance provided by the A2J Project, including contributing factors and constraints?	Key informants	interview
Q.6.3.	Have the project's activities contributed to outputs, processes, networks etc. that are likely to have some enduring benefit? What have been the barriers to sustainability?	Key informants	interview

ANNEX IV

GUIDELINES FOR SEMI-STRUCTURED INTERVIEWS

Questions are divided by “group of interest” among which specific respondents for selected questions will be further identified.

Criterion	1. Indicative questions for UNDP CO	Note
RELEVANCE	1. How effective has the project been in managing/ strengthening the relationship with the government/ counterparts?	Senior management
EFFECTIVENESS	2. Is paralegalism still relevant for UNDP programming in the coming years? If so, what should be the focus/approach of an eventual new project?	Senior management
RELEVANCE	3. How were gender and human rights mainstreamed across the project?	Project staff
RELEVANCE	4. Who are the “ <i>marginalized, vulnerable and hard-to-reach groups</i> ” and how were they identified?	Project staff
COHERENCE	5. Did the project establish linkages with other UNDP projects in country/in the region OR/AND with UN agencies/international development partners? If so, what was the added value for the project?	Project staff
EFFICIENCY	6. How was the project baseline developed and progress towards results monitored?	Project staff
RELEVANCE	7. Was the geographic coverage for the implemented activities appropriate?	Project staff
EFFICIENCY	8. Was the staffing adequate throughout the project?	Project staff
EFFECTIVENESS	9. Examples of best practices and lessons learned. What has been done in an innovative way?	Project staff
RELEVANCE	10. During the project cycle was there a need to re-focus/change in strategy? If, how was this achieved?	Project staff
SUSTAINABILITY	11. How did the project ensure the sustainability of the intervention?	Project staff
IMPACT	12. Which behavioural changes can be expected? (at community level, for the PSO and MOJL)	Project staff
2. Indicative questions for national and international stakeholders		
	1. Summarize your involvement with the Paralegal project	all
COHERENCE	2. How does your organisation define Paralegalism?	all
RELEVANCE	3. How well does the program align with government’s Justice Sector priorities?	National partner
RELEVANCE	4. To what extent does the project address the identified needs?	Nat + int.nal partner
RELEVANCE	5. Were you consulted to design/revise/monitor the project?	National partner
SUSTAINABILITY	6. Did the government financially contribute to any of the activities? Will the gvt take over some of the activities at the end of the project?	National partner
EFFECTIVENESS	7. Were there challenges that hindered the achievement of the planned results?	National partner

COHERENCE	8. Was the UNDP project well coordinated and complementary to the interventions of other development partners? Was the partnership effective?	Nat + int.nal partner
RELEVANCE	9. How did the project ensure the inclusion of the most vulnerable groups and women/persons with disabilities in particular?	Nat + int.nal partner
RELEVANCE	10. How do you perceive that the project has contributed to improve the human rights situation in Solomon Islands?	Nat + int.nal partner
COHERENCE	11. What has been the added value of having UNDP as a partner?	National partner
SUSTAINABILITY	12. What is the legacy of the project? Which activities will continue after the closure of the project?	National partner
RELEVANCE	13. Was the geographic coverage of the implemented activities appropriate?	Nat + int.nal partner
EFFECTIVENESS	14. Is there a specific aspect of the project (approach or activity) that can be mentioned as a success story/best practice?	National partner
EFFECTIVENESS	15. Are there any specific aspects of the project (approach or activity) that you would recommend to improve/change? Which activities would you recommend for an eventual new project?	Nat + int.nal partner
IMPACT	16. Do you expect changes in the behaviour/practices of the justice actors targeted by the project?	Nat + int.nal partner
3. Indicative questions for donors		
RELEVANCE	1. Was the project in line with the strategic objectives of the Australian gvt in Solomon Islands?	Australian High Commission
RELEVANCE	2. What was the comparative advantage of having UNDP to implement the project?	Australian High Commission
EFFECTIVENESS	3. Is there a specific aspect of the project (approach or activity) that can be mentioned as a success story/promising practice?	Australian High Commission
EFFICIENCY	4. Any feedback on the use of human and financial resources as well as management arrangements?	Australian High Commission
RELEVANCE	5. Will paralegalism still be relevant for the Australian gvt in the coming years? If so, what should be the focus/approach of an eventual new project?	Australian High Commission
IMPACT	6. How do you perceive that the project has contributed to improve the human rights/gender situation in Solomon Islands?	Australian High Commission
4. Indicative questions for beneficiaries		
	See FGD guidelines	



Terms of Reference

Final Independent Project Evaluation of the Enhancing Access to Justice in Solomon Islands through Paralegalism project
October 2021

Table of Contents

I. Background and Context	
63	
Project overview and historical context	64
Project document	64
Main objectives and outcomes	65
Contribution to the following UNDP strategic plan and programmes:	66
Linkage to the UN Pacific Strategy and to Sustainable Development Goals	66
II. Disbursement History	
67	
III. Purpose of the Evaluation	
68	
IV. Scope of the Evaluation	
68	
V. Key Evaluation Questions	
68	
VI. Evaluation Methodology	
70	
VII. Timeframe and Deliverables	73
VIII. Evaluator Composition	75
IX. Management of the Evaluation Process	75
X. ANNEX	
Error! Bookmark not defined.	
Annex 1. Terms of Reference for Evaluators	78
Annex 2. List of background documents for the desk review	89
Annex 3. List of stakeholders	90
Annex 4: Structure of inception report	95
Annex 5: Structure for final evaluation report	95
Annex 6: Sample Evaluation Matrix	97

I. Background and Context

Project number:	00117811
Project title:	Enhancing Access to Justice in Solomon Islands through Paralegalism project
Duration:	16 September 2019 – 31 December 2021
Location:	Solomon Islands
Linkages to Country, Regional and Thematic Programmes:	UNDP Strategic plan; UNDP Sub-regional Programme Document (2018-2022) for the Pacific Island Countries and Territories
To which UNDAF is the project/programme linked to (if any)	United Nations Pacific Strategy ²²
Executing Agency:	UNDP
Partner Organizations:	n/a
Total Approved Budget:	USD 3,197,904.22
Total Overall Budget	USD
Donors:	DFAT Australia
Project Manager/ Coordinator:	Grace Kiernan
Type and time frame of evaluation:	Final Independent Project Evaluation
Time frame of the project covered by the evaluation:	16 September 2019 – 11 October 2021
Geographical coverage of the evaluation:	Solomon Islands
Budget for this evaluation in USD:	USD 30,000
Number of independent evaluators planned for this evaluation:	One (1)
Type and year of past evaluations (if any):	n/a
Core Learning Partners (entities):	UNDP, DFAT

²²<https://ims.undg.org/downloadFile/8611d16530acd54e1f7557ac5603773f75784128233035fd90f7cfa8f20a01c3>

Project overview and historical context

The Enhancing Access to Justice in the Solomon Islands through Paralegalism (A2J) Project supports the building and strengthening of the capacity of the Public Solicitor's Office (PSO) to enhance access to justice for the people of Solomon Islands at national and provincial levels, including women, youth and marginalized groups in communities outside urban centers. The project is implemented across the provinces of Solomon Islands through a two-tiered paralegal initiative: provincial paralegals and community legal advocates (CLAs).

The A2J Project has been implemented for over two years (September 2019 - December 2021). The overall objective of the end of project evaluation is to generate knowledge from the A2J Project's experience in collaborating with and supporting the PSO. The evaluation is intended to be forward looking which will capture lessons learned and provide information on the nature, extent and where possible, the impact of the A2J Project on the PSO and Ministry of Justice and Legal Affairs.

The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future programming. 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 of the A2J project and recommend strategies for future operational and programmatic effectiveness of similar initiatives in comparable situations. The evaluation serves as an important accountability function, providing national stakeholders and partners in Solomon Islands with an impartial assessment of the results including gender equality results of this project. The findings and recommendations of the evaluation will inform the key stakeholders of this evaluation, namely the PSO, Ministry of Justice and Legal Affairs, civil society organisations, UNDP and other UN agencies.

Project document

	Year	Please provide general information regarding the original project document.
Project document	2019	<i>It aims to support the building. and strengthening of the capacity of the Public Solicitor's Office (PSO) to enhance access to justice for the people of Solomon Islands at national and provincial levels, including women, youth and marginalized groups in communities outside urban centers</i>

Main objectives and outcomes

The A2J Project supports the building and strengthening of the capacity of the Public Solicitor's Office (PSO) to enhance access to justice for the people of Solomon Islands at national and provincial levels, including women, youth and marginalized groups in communities outside urban centers. The project is implemented across the provinces of Solomon Islands through a two-tiered paralegal initiative: provincial paralegals and community legal advocates (CLAs).

Goal of the project/programme (as per project document/revision):

Goal:	Strengthen the PSO and broader justice sector to deliver greater access to justice to women, men and vulnerable groups, particularly those outside urban centers
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Outcomes of the project/programme (as per project document/revisions)

Output 1: The capacity, reach and breath of service delivery and awareness activities of PSO is increased through the development and rollout of Provincial Paralegals			
INDICATORS	BASELINE	2020 ANNUAL TARGETS	2021 ANNUAL TARGETS
1.1 Number of provincial offices supported with provincial paralegal services.	0	1	3
1.2 Number of provincial paralegals appointed and trained and appointed by gender.	0	6	6
1.3 Number of communities sensitized as a result of outreach activities.	0	25	25

Output 2: Community level access to justice enhanced through the pilot, rollout and review of Community Legal Advocates			
INDICATORS	BASELINE	2020 ANNUAL TARGETS	2021 ANNUAL TARGETS
2.1 Number of Community Legal Advocates identified in 4 selected priority communities.	0	6	6
2.2 Number of awareness activities undertaken by	0	0	50

Community Legal Advocates in 4 selected priority communities.			
2.3 Number of communities visited by the CLAs to undertake awareness activities.	0	24	48
2.4 Number of referrals from CLAs to the PSO.	0	12	24

Contribution to UNDP's strategic frameworks, country, regional or thematic programmes

Contribution to the following UNDP strategic plan and programmes:

The UNDP Strategic Plan 2018-2021 is vested in the 2030 Agenda for Sustainable Development and committed to the principles of universality, equality and leaving no one behind. The UNDP vision for the Strategic Plan 2018-2021 is to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. Access to justice is one of the identified areas of support in Signature Solution #2: Strengthen effective, inclusive and accountable governance- required for achieving peaceful, just and inclusive societies.

The project also contributes to the UNDP Sub-regional Programme Document (2018-2022) for the Pacific Island Countries and Territories – Outcome 5- Effective governance for service delivery. The project falls under outcome 5 in supporting the promotion of peaceful, inclusive societies by working with governments, justice and security sector institutions, and civil society, to strengthen the rule of law and access to justice. To further the implementation of the A2J project commitments, under Outcome 5 UNDP commits to build on successful UNDP experiences in the sub region, giving priority to measures for effective delivery of justice outcomes, enhancing legal aid provision, alternative dispute resolution mechanisms, and expanding access to justice to remote areas, with a focus on women, youth and vulnerable groups.

Linkage to the UN Pacific Strategy and to Sustainable Development Goals

The Project/Programme contributes to the following Sustainable Development Goals, Targets and Performance Indicators:

Relevant UN Sustainable Development Goals	Target(s)	Indicator(s)
16 – Peace, justice and strong institutions	16.2	16.2.2
	16.3	16.3.2
	16.6	16.6.2
	16.B	16.B.1
5- Achieve gender equality and empower all women and girls	5.2	5.2.1
		5.2.2
	5.3	5.3.1

Moreover, the Project contributes to the United Nations Pacific Strategy (UNPS) 2018-2022²³ which is a five-year strategic framework supporting 14 governments and peoples in the Pacific to advance a localized response to the global 2030 Agenda for Sustainable Development. This response is tailored to each country's national priorities and responds to the Pacific Leaders' call to the United Nations system to "align its work programmes and operations to support internationally agreed outcomes, including the Small Islands Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway, the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, in the Pacific region" (2015 GA res. 69/318).

The UNPS 2018-2022 is a multi-country, outcome level, strategic framework that presents a coordinated approach to support the PICs across the Pacific. The six outcomes address strategic priorities that promote mutual accountability for development results in the Pacific, further Pacific to Pacific cooperation, and enable the targeting of valuable UN resources to areas where they are most needed.

Outcome 5 of UNPS is dedicated to governance and community engagement. Its goal is the following: "By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice".

UNPS states that, "the UN will support the promotion of peaceful and inclusive societies by working with governments, justice, and security sector institutions as well as civil society to strengthen the rule of law and access to justice and by creating space for dialogue among stakeholders. Priority will be given to measures that ensure the effective delivery of justice outcomes, enhancing legal aid provisions, providing alternative dispute resolution mechanisms, and expanding access to justice to remote areas using models of centre-to-periphery service delivery with a focus on women, youth and vulnerable groups".

II. Disbursement History

Time periods throughout the life time of the project	Total Approved Budget (USD)	Expenditure (USD)	Expenditure in %
<i>16 September 2019-31 December 2019</i>	<i>76,560</i>	<i>36,027.83</i>	<i>47%</i>
<i>1 January 2020-31 December 2020</i>	<i>1,121,963.36</i>	<i>1,083,969.26</i>	<i>97%</i>

²³<https://ims.undg.org/downloadFile/8611d16530acd54e1f7557ac5603773f75784128233035fd90f7cfa8f20a01c3>

1 January 2021- 31 December 2021 (Including cost extension)	2,077,065.59		
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III. Purpose of the Evaluation

The aim of the final evaluation is to assess the effectiveness of the design and relevance of the project. It will further assess the effectiveness of the project to date, including its good practices and successes as well as any failures, challenges and areas for improvement. Its results will be used to inform future programming in this space. The main users of the evaluation results will be project managers and donors.

The following DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, design, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. Furthermore, lessons learned and best practices will be identified and recommendations based on the findings formulated.

The outcomes of the evaluation will inform as to what extent the project is contributing to the outcomes of the UNDP relevant corporate strategic documents, and above towards the operationalization of the SDG agenda.

IV. Scope of the Evaluation

Unit of analysis (full project/programme/ parts of the project/programme; etc.)	Enhancing Access to Justice in Solomon Islands through Paralegalism
Time period of the project/programme covered by the evaluation	16 September 2019- 11 October 2021
Geographical coverage of the evaluation	Solomon Islands is covered by this project.

V. Key Evaluation Questions

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact and sustainability, as well as design, partnerships and cooperation, human rights, gender equality and leaving no one behind as well as lesson learned and best practices. The questions will be further refined by the Evaluator.

<p style="text-align: center;">Design</p> <p style="text-align: center;"><i>The Design of a project or programme measures the extent to which the logical framework approach was adopted.</i></p>
--

1. To what extent has the results based framework been a useful programme management tool and allowed for an assessment of project outcomes and impact?
2. How well aligned are activities, outputs and outcomes in the logical framework?
3. To what extent does the design of this project enable optimal use of resources and cooperation with other development initiatives?
4. How effective has UNDP been in managing and implementing the project?
Relevance <i>Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</i>
5. How relevant is the project to target groups' needs and priorities, including target groups of governments, development partners and CSOs?
6. To what extent are the outputs, outcomes and objectives of this project/programme relevant and contributing to the achievement of the Sustainable Development Goals and how have project activities supported partners in implementing the SDGs?
Efficiency <i>Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.</i>
7. To what extent were the human and financial resources and inputs converted to outputs in a timely and cost-effective manner?
8. What are the strengths, weaknesses, opportunities and threats of the A2J Project implementation process?
Effectiveness <i>Effectiveness is a measure of the extent to which an aid activity attains its objectives.</i>
9. To what extent were the planned outputs and outcomes in the project document achieved?
10. Are there any good practices and successes, as well as failures, challenges and areas for improvement?
11. Were there any unintended results achieved beyond those included in the logical framework? If so, what were those results?
(Expected) Impact <i>Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.</i>
12. To what extent is the project likely to achieve/already achieved its objectives or parts of it beyond the delivery of activities and progress against output targets?
13. Which best fit can be identified for adaptation and replication (eg. in other projects or topics), up-scaling, or prioritization, to ensure achieving outcomes in the most effective way?
Sustainability <i>Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.</i>
14. To what extent has the ownership of key stakeholders been sought and institutionalized?
15. How effective were the exit strategies, and approaches to phase out assistance provided by the A2J Project, including contributing factors and constraints?
16. Have the project's activities contributed to outputs, processes, networks etc. that are likely to have some enduring benefit? What have been the barriers to sustainability?
Partnerships and cooperation

<i>The evaluation assesses the partnerships and cooperation established during the project/ programme as well as their functioning and value.</i>
17. To what extent have partnerships been sought and established with and between governments, parliaments, the private sector, civil society and academia?
18. To what extent is the project/programme cooperating with other potential partners (including UN agencies, CSOs, academia, etc.) to contribute to the achievement of the SDGs?
19. To what extent were partnership modalities conducive to the delivery of outputs?
<i>Human rights, gender equality, and leaving no one behind</i> <i>The evaluation needs to assess the mainstreaming throughout the project/programme of human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups.</i>
<i>Human Rights</i>
20. To what extent are human rights considerations included in the project design and implementation?
21. To what extent was the project informed by human rights treaties and instruments?
22. To what extent did the project identify the relevant human rights claims and obligations?
<i>Gender Equality</i>
23. To what extent has the Project promoted women's participation throughout the Project activities and improved the active participation of women in discussions?
24. How could gender equality considerations be further included in the project design and implementation?
<i>Social Inclusion</i>
25. How did the project consider the needs of the vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?
<i>Lessons learned and best practices</i> <i>Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.</i>
26. What lessons, both positive and negative, can be learned from this Project?
27. What best practices, if any, in planning and implementing the project can be identified that should be replicated and/or scaled up in related future programming?

VI. Evaluation Methodology

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and the availability of stakeholders. In all cases, the Evaluator is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, programme files, financial reports and any other documents that may provide further evidence for triangulation, on which his/her conclusions will be based. The Evaluator is also expected to use interviews, surveys or any other relevant quantitative and/or

qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the project/programme, the Core Learning Partners (CLP).

The present ToR provides basic information as regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the Evaluator in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, the Evaluator will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards.

While the Evaluator shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

The credibility of the data collection and analysis are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data.

The limitations to the evaluation need to be identified and discussed by the Evaluator in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

When designing the evaluation data collection tools and instruments, the Evaluator needs to consider the analysis of certain relevant or innovative topics in the form of short case studies, analyses, etc. that would benefit the evaluation results.

The main elements of the evaluation process are the following:

- Preliminary desk review of all relevant project documentation (Annex II of the evaluation ToR), as provided by the Project Manager and as further requested by the Evaluator, as well as relevant external documents (e.g. UNDAFs; SDGs; UN and global/regional strategies; etc.);
- Preparation and submission of an Inception Report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to UNDP Integrated Results Management Unit of the Pacific Office in Fiji (IRMU) for review and clearance before any field mission may take place;
- Initial meetings and interviews with the Project Manager and other UNDP staff as well as stakeholders during the field mission;

- Interviews (face-to-face or by telephone/skype), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation;
- Analysis of all available information;
- Preparation of the draft evaluation report. The Evaluator submits the draft report to the Project Manager for the review of factual errors (copying IRMU) and the Project Manager shares with IRMU for review, comments and clearance. Subsequently IRMU, shares the final draft report with all CLPs for comments.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager). The Evaluator incorporates the necessary and requested changes and finalizes the evaluation report in accordance with the feedback received from IRMU, the Project Manager and CLPs. It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary through Skype).
- In conducting the evaluation the UNDP and the UNEG Evaluation Norms and Standards are to be taken into account.

The sources of data

The evaluation will utilize a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, a field mission for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include project documents and their revisions, progress and monitoring reports, external reports and strategies (e.g. UNDAFs; SDGs; country/regional/global strategies; etc.) and all other relevant documents, including visual information (e.g. eLearning, pictures, videos, etc.).

Desk Review

The Evaluator will perform a desk review of all existing documentation (please see the preliminary list of documents to be consulted in Annex II of the evaluation ToR). This list is however not to be regarded as exhaustive as additional documentation may be requested by the Evaluator. The Evaluator needs to ensure that sufficient external documentation is used for the desk review.

Phone interviews / face-to-face consultations

The evaluator will conduct phone interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- Member States (including recipients and donors);
- Relevant international and regional organizations;
- Non-State stakeholders working with the A2J Project, including non-governmental organizations, academia, private sector and the media;
- UNDP management and staff in the field;
- Etc.

Interviewees should be given the possibility to reflect on respective access to justice needs and priorities.

Questionnaire

A questionnaire (on-line) is to be developed and used in order to help collect the views of additional stakeholders (e.g. trainees, counterparts, partners, etc.), if deemed appropriate.

VII. Timeframe and Deliverables

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and drafting of Inception Report	11-14 October <i>4 days</i>	Home based	Draft Inception report
Review of draft Inception Report by IRMU	15-19 October		Comments on the draft Inception Report to the Evaluator
Incorporation of comments from IRMU (can entail various rounds of comments from IRMU)	19-20 October <i>1 day</i>	Home base	Revised draft Inception Report
Deliverable A: Final Inception Report	By 20 October <i>(total: 5 days)</i>		Final Inception report to be cleared by IRMU at least one week before the field mission can get started
Evaluation interviews and mission: briefing, interviews with UNDP staff (including by phone/skype); observation; focus groups; presentation of preliminary observations (if applicable)	25-29 October <i>5 days</i>	Home based	Interviews and data collection
Drafting of the evaluation report; submission to Project Management and IRMU	1-5 November <i>5 days</i>	Home based	Draft evaluation report

Review of IRMU for quality assurance and Project Management for factual errors	8-12 November		Comments on the draft evaluation report to the Evaluator
Consideration of comments from the project manager and incorporation of comments from IRMU (can entail various rounds of comments from IRMU)	15-19 November 5 days	Home based	Revised draft evaluation report
Deliverable B: Draft Evaluation Report	By 19 November (total: 15 days)	Home based	Draft evaluation report, to be cleared by IRMU
IRMU to share draft evaluation report with Core Learning Partners for comments	22-26 November		Comments of CLPs on the draft report
Consideration of comments from Core Learning Partners and preparation of draft Evaluation Brief	29 November – 1 December 3 days	Home based	Revised draft evaluation report
Final review by IRMU; incorporation of comments and finalization of report and Evaluation Brief (can entail various rounds of comments from IRMU)	2-7 December 4 days		Revised draft evaluation report; draft Evaluation Brief
Presentation of evaluation results (to be reviewed and cleared by IRMU)	Tentative: 10 December 3 days	Home based	Presentation of evaluation results
Deliverable C: Final evaluation report; presentation of evaluation results; Evaluation Brief (2-pager)	By 17 December (total: 10 days)	Home based	Final evaluation report; Evaluation Brief and presentation of evaluation results, cleared by IRMU

Project Management: Finalise Evaluation Follow-up Plan	By 22 December		Final Evaluation Follow-up Plan to be cleared by IRMU
Project Management: Disseminate final evaluation report	By 29 December		Final evaluation report disseminated to internal and external stakeholders
IRMU: facilitate the external Evaluation Quality Assessment of the Final Report	1 st quarter 2022		

UNDP may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

VIII. Evaluator Composition

The evaluator will report to the A2J Project Manager and IRMU.

Role	Number of consultants/ evaluators (national/international)	Specific expertise required
Team leader	1 (international)	Evaluation methodology

The Evaluator will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for the Evaluator are specified in the job description attached to these Terms of Reference (Annex 1). The Evaluator will report exclusively to IRMU, who is the exclusive clearing entities for all evaluation deliverables and products.

Absence of Conflict of Interest

The evaluator must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluators shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

IX. Management of the Evaluation Process

Roles and responsibilities of the Project Manager

The Project Manager is responsible for:

- managing the evaluation process,
- drafting and finalizing the ToR,

- selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role,
- recruiting the evaluator (through UNDP recruitment process) following clearance by IRMU, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IRMU and the evaluator are to be immediately notified,
- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluators including the full ToR.
- liaising with the Core Learning Partners,
- reviewing the draft report for factual errors only,
- developing a follow-up plan for the usage of the evaluation results and recording of the implementation of the evaluation recommendations (to be updated once per year),
- disseminate the final evaluation report and communicate evaluation results to relevant stakeholders as well as facilitate the presentation of evaluation results;
- UNDP project manager to ensure that all payments related to the evaluation are fulfilled immediately following the approval by IRMU.

The Project Manager will be in charge of **providing logistical support** to the evaluator including arranging the field missions, including but not limited to:

- All logistical arrangements for the travel (including travel details; DSA-payments; transportation; etc.)
- All logistical arrangement for the meetings/interviews/focus groups/etc., ensuring interview partners adequately represent men, women and other marginalised groups (including independent translator/interpreter if needed); set-up of interview schedules; arrangement of ad-hoc meetings as requested by the Evaluator; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes); ensuring that members of the Evaluator and the respective interviewees are present during the interviews; etc.)
- All logistical arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc.

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are identified by the project manager. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Integrated Results Management Unit

IRMU provides guidance, quality assurance and evaluation expertise, as well as interaction with the project manager and the Evaluator throughout the evaluation process. In consultation IRMU may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

IMRU review, comment on and clear all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluator, Inception Report; Draft Evaluation Report; Final Evaluation Report and an Evaluation Brief; Evaluation Follow-up Plan; publishes the final evaluation report and the Evaluation Brief, as well as sends the final evaluation report to an external evaluation quality assurance provider.

Payment Modalities

The evaluator will be issued a consultancy contracts and paid in accordance with UNDP rules and regulations. The contracts are legally binding documents in which the Evaluator agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

1. The first payment upon clearance of the Inception Report by IRMU;
2. The second payment upon clearance of the Draft Evaluation Report by IRMU;
3. The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report, Evaluation Brief and clearance by IRMU, as well as presentation of final evaluation findings and recommendations.

80 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

IRMU is the sole entity to request payments to be released in relation to evaluation and payments will be processed in agreement with the Project Management.

Annex 1. Terms of Reference for Evaluators

**TERMS OF REFERENCE**

TITLE:	Final Evaluator
AGENCY/PROJECT NAME:	UNDP: Enhancing access to justice in Solomon Islands through paralegalism
COUNTRY OF ASSIGNMENT:	Home-based
TIMEFRAME OF ASSIGNMENT:	11 October- 17 December 2021 (30 Days)

1) GENERAL BACKGROUND

The Solomon Islands Access to Justice (A2J) Project supports the building and strengthening of the capacity of the Public Solicitor's Office (PSO) to enhance access to justice for the people of Solomon Islands at national and provincial levels, including women, youth and marginalized groups in communities outside urban centers. The project is implemented across the provinces of Solomon Islands through a two-tiered paralegal initiative: provincial paralegals and community legal advocates (CLAs).

The A2J Project has been implemented for over two years (September 2019 – December 2021). The overall objective of the end of project evaluation is to generate knowledge from the A2J Project's experience in collaborating with and supporting the PSO. The evaluation is intended to be forward looking which will capture lessons learned and provide information on the nature, extent and where possible, the impact of the A2J Project on the PSO and Ministry of Justice and Legal Affairs.

The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future programming. 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 of the A2J project and recommend strategies for future operational and programmatic effectiveness of similar initiatives in comparable situations. The evaluation serves as an important accountability function, providing national stakeholders and partners in Solomon Islands with an impartial assessment of the results including gender equality results of this project. The findings and recommendations of the evaluation will inform the key stakeholders of this evaluation, namely the PSO, Ministry of Justice and Legal Affairs, civil society organisations, UNDP and other UN agencies.

2) OBJECTIVES OF THE ASSIGNMENT

The aim of the evaluation is to assess the effectiveness of the design and relevance of the project. Its results will be used to inform the implementation of the second half of the project, assess project's successes and good practices, as well as lesson learnt and areas of improvement. The main users of the evaluation results will be project managers and donors.

The following DAC (Development Assistance Committee) criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, design, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. The evaluation will specifically assess how gender aspects have been mainstreamed into the project. Furthermore, lessons learned and best practices will be identified and recommendations based on the findings formulated.

The outcomes of the evaluation will inform as to what extent the project is contributing to the outcomes of the UNDP relevant corporate strategic documents, and above towards the operationalization of the SDG agenda.

3) SCOPE OF WORK

Under the guidance and supervision of the Head of the Integrated Results Management Unit (IRMU), the key responsibilities of the evaluator includes (i) development of the evaluation design with detailed methods, tools and techniques, sensitive to key gender as well as human rights issues (ii) ensuring adherence to the United Nations Evaluation Group (UNEG) Norms and Standards, standards, guidelines and templates and the full evaluation Terms of Reference (ToR), and (iii) ensuring that all deliverables are submitted in a timely and satisfactory manner and in line with the quality criteria checklist.

The evaluation will be undertaken during the period of October to December 2021. The evaluation will cover programme conceptualisation, design, implementation, monitoring and evaluation of results. The evaluation will also focus on performance of indicators agreed with the donors. In addition to assessing the relevance, effectiveness and efficiency of the A2J project, the 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 A2J 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 A2J 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 Access to Justice and whether the initial assumptions remain relevant for the project;
2. 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 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 people with disabilities;
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 target audience are UNDP, donor (Australian Government), the project partners, beneficiaries, external human rights and justice stakeholders, external donors and other relevant users of the report.

Given that this is a Final Evaluation of a pilot project, the emphasis will be on identifying lessons learned with a view to adjusting the future project design and implementation accordingly. The evaluation will therefore make recommendations for the way forward, based on progress thus far.

Findings and lessons learned:

- Outline, as logically and objectively as possible, findings and conclusions
- Highlight the major successes and good practices
- Highlight the major shortcomings, and weaknesses in order of importance

Recommendations:

- Present recommendations for a way forward and potential corrective actions; recommendations should be objective, realistic, practical, understandable and forward looking
- Link the recommendations logically to the findings

The following are the key evaluation questions to be included in the final evaluation:

<p style="text-align: center;"><i>Design</i></p> <p style="text-align: center;"><i>The Design of a project or programme measures the extent to which the logical framework approach was adopted.</i></p>
1. To what extent has the results based framework been a useful programme management tool and allowed for an assessment of project outcomes and impact?
2. How well aligned are activities, outputs and outcomes in the logical framework?
3. To what extent does the design of this project enable optimal use of resources and cooperation with other development initiatives?
4. How effective has UNDP been in managing and implementing the project?
<p style="text-align: center;"><i>Relevance</i></p> <p style="text-align: center;"><i>Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</i></p>
5. How relevant is the project to target groups' needs and priorities, including target groups of governments, development partners and CSOs?
6. To what extent are the outputs, outcomes and objectives of this project/programme relevant and contributing to the achievement of the Sustainable Development Goals and how have project activities supported partners in implementing the SDGs?
<p style="text-align: center;"><i>Efficiency</i></p> <p style="text-align: center;"><i>Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.</i></p>

7. To what extent were the human and financial resources and inputs converted to outputs in a timely and cost-effective manner?
8. What are the strengths, weaknesses, opportunities and threats of the A2J Project implementation process?
Effectiveness <i>Effectiveness is a measure of the extent to which an aid activity attains its objectives.</i>
9. To what extent were the planned outputs and outcomes in the project document achieved?
10. Are there any good practices and successes, as well as failures, challenges and areas for improvement?
11. Were there any unintended results achieved beyond those included in the logical framework? If so, what were those results?
(Expected) Impact <i>Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.</i>
12. To what extent is the project likely to achieve/already achieved its objectives or parts of it beyond the delivery of activities and progress against output targets?
13. Which best fit can be identified for adaptation and replication (eg. in other projects or topics), up-scaling, or prioritization, to ensure achieving outcomes in the most effective way?
Sustainability <i>Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.</i>
14. To what extent has the ownership of key stakeholders been sought and institutionalized?
15. How effective were the exit strategies, and approaches to phase out assistance provided by the A2J Project, including contributing factors and constraints?
16. Have the project's activities contributed to outputs, processes, networks etc. that are likely to have some enduring benefit? What have been the barriers to sustainability?
Partnerships and cooperation <i>The evaluation assesses the partnerships and cooperation established during the project/ programme as well as their functioning and value.</i>
17. To what extent have partnerships been sought and established with and between governments, parliaments, the private sector, civil society and academia?
18. To what extent is the project/programme cooperating with other potential partners (including UN agencies, CSOs, academia, etc.) to contribute to the achievement of the SDGs?
19. To what extent were partnership modalities conducive to the delivery of outputs?
Human rights, gender equality, and leaving no one behind <i>The evaluation needs to assess the mainstreaming throughout the project/programme of human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups.</i>
Human Rights
20. To what extent are human rights considerations included in the project design and implementation?
21. To what extent was the project informed by human rights treaties and instruments?
22. To what extent did the project identify the relevant human rights claims and obligations?
Gender Equality
23. To what extent has the Project promoted women's participation throughout the Project activities and improved the active participation of women in discussions?

24. How could gender equality considerations be further included in the project design and implementation?
<i>Social Inclusion</i>
25. How did the project consider the needs of the vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?
<i>Lessons learned and best practices</i> <i>Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.</i>
26. What lessons, both positive and negative, can be learned from this Project?
27. What best practices, if any, in planning and implementing the project can be identified that should be replicated and/or scaled up in related future programming?

Methodology and Approach

The evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the ToR for the evaluation and the availability of stakeholders. In all cases, the evaluator is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, programme files, financial reports and any other documents that may provide further evidence for triangulation, on which his/her conclusions will be based. The Evaluator is also expected to use relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the project/ programme, the Core Learning Partners (CLP).

The evaluation ToR provides basic information as regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the Evaluator in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, the evaluator will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards.

While the Evaluator shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure an inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

The credibility of the data collection and analysis are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data.

The limitations to the evaluation need to be identified and discussed by the Evaluator in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

When designing the evaluation data collection tools and instruments, the Evaluator needs to consider the analysis of certain relevant or innovative topics in the form of short case studies, analyses, etc. that would benefit the evaluation results.

- **Scope of Work**

Specific responsibilities include:

- Documentation review and final framing of questions
- Draft inception report, containing: initial observations of the desk review, refined evaluation questions, data collection instruments (including surveys/questionnaires and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation.
- Planning and execution of the assignment
- Incorporating the use of best practice with respect to M&E and results-based evaluation methodologies
- Leading interviews and consultations, as well as any debriefings to the stakeholders/partners
- Leading the drafting and finalization/quality control of the inception report and the draft and final report, as well as Evaluation Brief (2-pages)

The evaluator must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation. The evaluator will report exclusively to the head of the UNDP IRMU, who is the sole clearing entity for all evaluation deliverables and products. The evaluator shall respect the UNEG Ethical Guidelines.

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

This assignment will take place between 11 October- 17 December 2021 and is output-based. The Evaluator will be based in Solomon Islands or if abroad, the Evaluator will complete the entire evaluation remotely. Travel within Solomon Islands to provinces outside Honiara will be facilitated by UNDP as per UNDP's travel rules and regulations.

Timeframe:

- Inception report: by 14 October 2021
- Consultations: by 29 October 2021
- 1st draft report: 5 November 2021
- Final Draft report: by 19 November 2021
- Final report and Evaluation Brief: by 17 December 2021

The evaluation is expected to take a total of 30 working days:

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
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Desk review and drafting of Inception Report	11-14 October <i>4 days</i>	Home based	Draft Inception report
Review of draft Inception Report by IRMU	15-19 October		Comments on the draft Inception Report to the Evaluator
Incorporation of comments from IRMU (can entail various rounds of comments from IRMU)	19-20 October 1 day	Home base	Revised draft Inception Report
Deliverable A: Final Inception Report	By 20 October <i>(total: 5 days)</i>		Final Inception report to be cleared by IRMU at least one week before the field mission can get started
Evaluation interviews and mission: briefing, interviews with UNDP staff (including by phone/skype); observation; focus groups; presentation of preliminary observations (if applicable)	25-29 October <i>5 days</i>	Home based	Interviews and data collection
Drafting of the evaluation report; submission to Project Management and IRMU	1-5 November 5 days	Home based	Draft evaluation report
Review of IRMU for quality assurance and Project Management for factual errors	<i>8-12 November</i>		Comments on the draft evaluation report to the Evaluator
Consideration of comments from the project manager and incorporation of	15-19 November <i>5 days</i>	Home based	Revised draft evaluation report

comments from IRMU (can entail various rounds of comments from IRMU)			
Deliverable B: Draft Evaluation Report	By 19 November <i>(total: 15 days)</i>	Home based	Draft evaluation report, to be cleared by IRMU
IRMU to share draft evaluation report with Core Learning Partners for comments	22-26 November		Comments of CLPs on the draft report
Consideration of comments from Core Learning Partners and preparation of draft Evaluation Brief	29 November – 1 December <i>3 days</i>	Home based	Revised draft evaluation report
Final review by IRMU; incorporation of comments and finalization of report and Evaluation Brief (can entail various rounds of comments from IRMU)	2-7 December <i>4 days</i>		Revised draft evaluation report; draft Evaluation Brief
Presentation of evaluation results (to be reviewed and cleared by IRMU)	Tentative: 10 December <i>3 days</i>	Home based	Presentation of evaluation results
Deliverable C: Final evaluation report; presentation of evaluation results; Evaluation Brief (2-pager)	By 17 December <i>(total: 10 days)</i>	Home based	Final evaluation report; Evaluation Brief and presentation of evaluation results, cleared by IRMU
Project Management: Finalise Evaluation Follow-up Plan	By 22 December		Final Evaluation Follow-up Plan to be cleared by IRMU
Project Management: Disseminate final evaluation report	By 29 December		Final evaluation report disseminated to internal and external stakeholders

IRMU: facilitate the external Evaluation Quality Assessment of the Final Report	1 st quarter 2022		
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5) FINAL PRODUCTS

The final products for this assignment are as follows:

Inception report: The inception report should be prepared before going into the full-fledged evaluation exercise. It should include initial observations of the desk review, refined evaluation questions, data collection instruments (including surveys/questionnaires and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation, in line with UNDP evaluation norms, standards, guidelines and templates.

1st and Final Draft reports: Draft evaluation report should be prepared in line with UNDP evaluation norms, standards, guidelines and templates, including an analysis of the performance of the project to adequately address gender equality as well as human rights issues, with concrete findings, conclusions and recommendations.

Final Evaluation report: The final report will be produced based on feedback received on the draft report. The final report will be shared with stakeholders and other partners. The final evaluation report and an Evaluation Brief (2-pager) should be prepared in line with UNDP evaluation norms, standards, guidelines and templates.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The Evaluator will work under the supervision of the UNDP IRMU, who will consult with and seek inputs from other counterparts in line with the evaluation ToR.

The A2J project will support the logistical arrangements of consultant travels and stakeholder consultations. Although the A2J project is administratively responsible for the evaluator, it shall not interfere with analysis and reporting, except where requested and at opportunities for comments/feedback.

UNDP will share the final version of the report with the national stakeholder agencies and all partners of the project.

7) TEAM COMPOSITION, DEGREE OF EXPERTISE AND QUALIFICATIONS

The following are required qualifications for the evaluator:

Education:

- Master's degree in Law, Development Studies, Public Finance, Political Science, Social Sciences, Evaluation, or other relevant field and preferably formal training/education on evaluation methodologies and principles;

Experience:

- At least 7 years of relevant professional technical experience in the field of evaluation of projects/programmes, strategies, etc. at the international level, preferably with experience in conducting evaluations for the United Nations;
- Experience in the area of access to justice or related field is highly desirable.
- Experience with result-based management and program/project monitoring approaches, including gender and human rights-sensitive evaluations;
- Knowledge of quantitative and qualitative research methods;
- Experience leading review/Evaluators;
- Sound knowledge in the thematic area of common law justice systems;
- Knowledge and experience of the UN System and in particular of UNDP would be of advantage;
- Experience in the Pacific region would be an advantage

Functional competencies:

- Strong interpersonal skills, communication and diplomatic skills, ability to lead a team;
- Openness to change and ability to receive and integrate feedback;
- Strong analytical, reporting and writing abilities;
- Excellent speaking and presentation skills;
- Experience in presenting and communicating complex evaluation or research results in a structured manner (in reports, briefs, presentations, etc.);

Language requirements:

- Excellent spoken and written English language skills required
- Fluency in in Solomon Islands Pidgin is an asset.

8) REVIEW TIME REQUIRED

10 days after submission of each deliverable.

Payment Schedule:

Payment will be made after satisfactory acceptance and certification of the deliverables and in accordance with UNDP procedures:

- on submission of final inception report – 25% of the total value of the contract
- on submission of final draft report – 40% of the total value of the contract
- on acceptance of final report – 35% of the total value of the contract

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☐

PARTIAL

☐

INTERMITTENT

☐

FULL TIME

☒

NONE

Annex 2. List of background documents for the desk review

This list is indicative only and will be further refined by the Evaluator.

1. UNEG standard for evaluation in the UN system, UNDP evaluation policy
2. UNDP handbook on planning, monitoring and evaluation of development results
3. United Nations Pacific Strategy 2018-2022
4. UNDP Strategic Plan 2018-2021²⁴
5. UNDP Strategic Plan 2022-2025²⁵
6. UNDP Sub-regional Programme Document for the Pacific Island Countries and Territories (SRPD) 2018-2022²⁶
7. Project Document
8. Project annual work plans
9. Project progress reports
10. Project annual report 2020
11. Project board minutes
12. Results-Oriented Annual Report (ROAR)
13. Project knowledge products: Paralegal curriculum; Community Legal Advocate Curriculum; Outreach Toolkit
14. UNDP website: UNDP and the Sustainable Development Goals²⁷
15. UNDP evaluation resource centre²⁸
16. UNEG: Integrating human rights and gender equality in evaluation²⁹
17. UNEG Norms and Standards for Evaluation (2016)³⁰
18. UNEG Ethical Guidelines for Evaluation³¹
19. United Nations Development Assistance Framework Guidance (2017)³²

²⁴ <http://strategicplan.undp.org/>

²⁵ <https://undocs.org/en/DP/2021/28>

²⁶ http://www.pacific.undp.org/content/pacific/en/home/operations/legal_framework/_jcr_content/centerparsys/download_13/file.res/Pacific_SRPD_2018-2022.pdf

²⁷ <http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>

²⁸ <https://erc.undp.org/>

²⁹ <http://www.uneval.org/detail/980>

³⁰ www.uneval.org/document/download/2601

³¹ www.uneval.org/document/download/548

³² <https://undg.org/document/2017-undaf-guidance/>

Annex 3. List of stakeholders

The list of stakeholders will be further refined by the Evaluator, in consultation with project/programme management IRMU. The Evaluator should also request interviews with other relevant stakeholders.

Type ³³	CLP ³⁴ (mark with X)	Organisation ³⁵	Name	Designation ³⁶	Location	Email
UNDP field	X	UNDP	Berdi Berdiyev	Country Manager, UNDP Solomon Islands	Honiara, Solomon Islands	berdi.berdiyev@undp.org
UNDP field	X	UNDP	Grace Kiernan	Access to Justice Project Manager	Honiara, Solomon Islands	Grace.kiernan@undp.org
UNDP field	X	UNDP	Barbel Riti	IRMU, UNDP Solomon Islands	Honiara, Solomon Islands	barbel.riti@undp.org
UNDP field	X	UNDP	Mahezabeen Khan	IRMU, Pacific Office in Fiji	Suva, Fiji	Mahezabeen.khan@undp.org
UNDP	X	UNDP	A2J team members: Stella Tuhaika	Deputy Project Manager	Honiara, Solomon Islands	stella.tuhaika@undp.org archana.pratap@undp.org

33 Please include the information, if this person is e.g. an implementing partner, donor, recipient, UN agency, etc.

34 **The CLPs** are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

35 Please include the name of the organisation the person is working for.

36 Please include the designation/job title of the person.

			Archana Pratap Jilgina Kimisi Edward Suinao Rashmi Chary Jone Raquauqau	Finance and Procurement Assistant Administrative Assistant - M&E Officer - Access to Justice and Social Inclusion Specialist -Communications Specialist		jilgina.kimisi@undp.org edward.suinao@undp.org rashmi.chary@undp.org jone.raquauqau@undp.org	
Donor	X	Australian Commission	High	Kate Webb	First Secretary	Honiara, Solomon Islands	Kate.Webb@dfat.gov.au
Donor	X	Australian Commission	High	Andrew Elborn	Governance Counsellor	Honiara, Solomon Islands	Andrew.Elborn@dfat.gov.au
Donor	X	Australian High Commission		Frank Fono	Project Manager	Honiara, Solomon Islands	Frank.Fono@dfat.gov.au
Recipient		Ministry of Justice & Legal Affairs		Dr Paul Mae	Permanent Secretary	Honiara, Solomon Islands	Paul.Mae@mjla.gov.sb

Recipient		Public Solicitor's Office	George Gray	Public Solicitor	Honiara, Solomon Islands	GGray@psso.gov.sb
Recipient		Public Solicitor's Office	Martha Manaka	Principal Officer Legal	Honiara, Solomon Islands	MManaka@psso.gov.sb
Recipient		Public Solicitor's Office	Rodney Manebosa	Principal Officer Legal	Honiara, Solomon Islands	SManebosa@psso.gov.sb
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Recipient		Public Solicitor's Office	Daniel Kwalai	Principal Officer Legal	Honiara, Solomon Islands	DKwalai@psso.gov.sb
Recipient		Public Solicitor's Office	Kathleen Kohata	Principal Officer Legal	Honiara, Solomon Islands	KKohata@psso.gov.sb
Recipient		Public Solicitor's Office	Roria Sikua Karlson Kaekesa Eddie Gaza Alice Silas Jennifer Happylyn	Paralegals	Honiara, Solomon Islands	Roria: Roria.sikua@undp.org Karlson: Karlson.kaekesa@undp.org Eddie: gaza95.e@gmail.com Alice: allietimz@gmail.com Jennifer: happylyn22@gmail.com
Recipient		Public Solicitor's Office	Tracy Aisa Haniel Max	Senior Legal Officer Senior Legal Officer	Gizo, Solomon Islands	Tracy: TAisa@psso.gov.sb Haniel: HMax@psso.gov.sb

			Natasha Sogabule Thompson Fiuga	Paralegal Paralegal		Natasha: Natasha.sogabule@undp.org Thompson: thompsonfiuga@gmail.com
Recipient		Public Solicitor's Office	Michael Fagani Delilah Kukura Jutta Wale	Senior Legal Officer Senior Legal Officer Paralegal	Lata, Solomon Islands	Michael: Michael.fagani@pso.gov.sb Delilah: DKukura@pso.gov.sb Jutta: jutta.wale@undp.org
Recipient		Public Solicitor's Office	John Resly Brooks Nelson Kere	Principal Legal Officer Paralegal	Kirakira, Solomon Islands	John: JResly@pso.gov.sb Nelson: nelson.kere@undp.org
Recipient		Public Solicitor's Office	Andrickson Maqu	Community Legal Advocate	Vella la Vella, Gizo, Solomon Islands	andricksonmaqu@gmail.com
Recipient		Public Solicitor's Office	Oxley Limeniala Godfrey Male Priscilla Manu Paul Gauwane	Senior Legal Officer Senior Legal Officer Paralegal Paralegal	Auki, Solomon Islands	Oxley: OLimeniala@pso.gov.sb Godfrey: GMale@pso.gov.sb Priscilla: manupriscilla569@gmail.com Paul: paul.gauwane@undp.org

Recipient		Public Solicitor's Office	Eddie Gaza	Paralegal PWD legal clinic	Honiara, Solomon Islands	gaza95.e@gmail.com
Recipient		PWDSI	Stella Waioha	A2J Officer	Honiara, Solomon Islands	stellawaioha@gmail.com
Recipient		PWDSI	Naomi Tai	Office Administrator	Honiara, Solomon Islands	tainaomi529@gmail.com
Recipient		PWDSI	Casper Fa'asala	Vice President	Honiara, Solomon Islands	genderalert@gmail.com
Recipient		Ministry of Health and Medical Services	Elwin Taloimatakwa	Community Based Rehabilitation Trainer	Honiara, Solomon Islands	ETaloimatakwa@moh.gov.sb
Recipient		National Judiciary	Justice Lawry	High Court of Solomon Islands (Previous Public Solicitor 2019-2020)	Honiara, Solomon Islands	howard.lawry@gmail.com

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Annex 4: 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

Annex 5: Structure for final evaluation report

Indicative Section	Description and comments
Title and opening pages	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	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	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	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	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	<p>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:</p> <ul style="list-style-type: none"> • Relevance (of UNDP's involvement and the project approach) • Effectiveness (in contributing to the achievement of project outcomes, outputs). • Efficiency (in delivering outputs) • Sustainability (of the project outcomes, outputs) • Gender considerations • Social inclusion <p>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</p>
Chapter 5: Conclusions and Recommendations	<p>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.</p> <p>Do not provide new evidence or repeat evidence contained in earlier chapters.</p>

	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.
Annexes	<ul style="list-style-type: none"> • ToR for the final evaluation. • List persons interviewed, sites visited. • List documents reviewed (reports, publications). • Data collection instruments (e.g. copies of questionnaires, surveys, etc.) <ul style="list-style-type: none"> i) Assessment of the progress by outcomes and outputs, in relevance to the nationally defined goals. ii) Photos iii) Stories worth telling (most significant changes [MSC])

Annex 6: Sample Evaluation Matrix

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