

AHP FIJI SHARED SERVICES

GOOD PRACTICE REVIEW | MAY 2022

AHP

Australian Humanitarian Partnership

**Australian
Aid** 

GENERAL INFORMATION

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- ADRA Fiji
- Baptist Church
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- Fiji Council Of Social Services
- Fiji Disabled Peoples Federation
- Live and Learn Fiji
- Methodist Church of Fiji
- Partner in Community Development Fiji
- Plan International Fiji
- Rainbow Pride Foundation
- Save the Children Fiji
- Seventh Day Adventist Fiji

ACRONYM

AAP	Accountability to Affected Population
ADRA	Adventist Development Relief Agency
AHP	Australian Humanitarian Partnership
CANDO	Church Agency Network Disaster Operations
CPP	Child Protection Policy
DFAT	Department of the Foreign Affairs and Trade
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FBO	Faith Based Organisation
GPR	Good Practice Review
LGBTQI+	Lesbian, Gay, Bi-sexual, Transgender, Queer, and Intersex Life
MERLI	Monitoring, Evaluation, Research, Learning and Innovation
NGO	Non-Governmental Organisation
PSEAH	Prevention of Sexual Exploitation and Harassment
PWD	Persons with Disabilities
SOGIESC	Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics
WASH	Water, Safety and Hygiene

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Introduction

Australian Humanitarian Partnership (AHP) Fiji comprises of 24 (twenty-four) local partners that have helped to deliver AHP’s Disaster Preparedness and Disaster Response activities reaching over 500,000 (five hundred thousand) beneficiaries over the last five years. The assistance and capacity development by AHP Fiji partners is provided to multiple sectors mainly relating to Food Security, Livelihood, WASH (Water, Sanitation and Hygiene), Protection and Nutrition.

The planning and implementation of the AHP Fiji activities is led by the Country Committee that reports to the AHP Fiji Chairperson who is accountable to the AHP Support Unit based in Australia. The Country Committee oversees the performance of the local partners and ensures the delivery of technical services locally driven by the AHP Fiji Shared Services Support Unit.

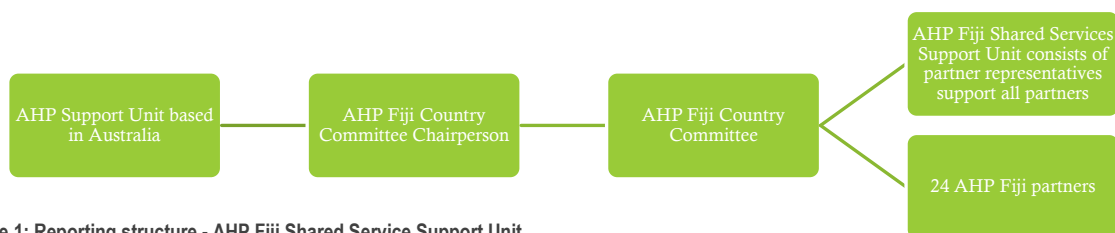


Figure 1: Reporting structure - AHP Fiji Shared Service Support Unit

AHP Fiji’s organisational maturity is demonstrated through its local capability in establishing a Shared Services Support Unit locally comprising of AHP Fiji local partner members delivering specific five (5) areas of services with all twenty local partners. The five shared services relate to MERLI (Monitoring, Evaluation, Research, Learning and Innovation), Gender, Children Safety and Protection, Disability Inclusion, SOGIESC and LGBTQI+. The Shared Services Support Unit have targeted outcomes defined by specific AHP Project’s logical frameworks and or as agreed by the AHP Fiji Country Committee and supported by the Australian based AHP Support Unit.

As part of AHP Fiji’s continuous MERLI activities, a Good Practice Review (GPR) Survey of the Shared Services Support was provided to all the twenty-four partners to complete.

Purpose of the Shared Services GPR

The purpose of the GPR was to validate good practices driven by the shared services partners as observed and experienced by AHP Fiji local partners. The intention is to further inform effectiveness of the shared services on successful practices and for future programming. The identified key lessons will be also used to improve shared services support to the AHP partners.

Accordingly, the focus of this brief paper is to present the following:

- Results of the AHP Shared Services Good Practice Review Survey; and
- Highlight findings and lessons to further inform the improvements to Shared Services delivery.

Methodology

Data Collection and Analysis

The data presented in this paper was collected through an online Good Practice Review Survey which was facilitated through Microsoft Forms. There were face to face interviews conducted due to system issues and separately, with partners that had requested to further elaborate their feedback.

Timeline (2022)	Activity
March 15-31	<ul style="list-style-type: none"> • Discussion on focus of Shared Services Good Practice Review • Draft GPR Survey Questions submitted to ADRA Fiji • Review of Draft GPR Survey with ADRA Fiji • Further revise GPR Survey
April 4-25	<ul style="list-style-type: none"> • Release of GPR Survey to partners with Purpose Survey defined and key focus by ADRA Fiji. • Individual follow up on GPR Survey • (Where requested) face to face discussions was facilitated
May	<ul style="list-style-type: none"> • Analysis of Data • Report GPR Findings and Recommendations

Limitations

The following are limitations of the PDM:

- **Time** – The GPR Survey was first circulated to the partners through the client in March for comments. The collection and review of data was to be completed over a four-week window and concluded on 22 April 2022. However, feedback on content for clarity was received in May and it was not possible to revise structure due to advance in progress and completion status.
- **Availability of stakeholders** – Follow up were made for partners to complete the GPR survey and commitments were noted to complete the survey however due to ongoing commitments; the survey was not completed.
- **Budget constraint** – The allocated budget was sufficient to only mirror expectations of the client, adapt GPR Questions and report based on response. As such, workshop, further reviews with multiple stakeholders and multiple structure review, travelling to various locations to support partners were outside the budget and scope of the GPR Survey.
- **Data** – The data used was limited to the responses received via the GPR Survey. The scope of the review does not include workshops, desktop review, group discussion and specific validations.

Key Focus Areas of Report

In line with the purpose of this report, the key focus areas of this report are:

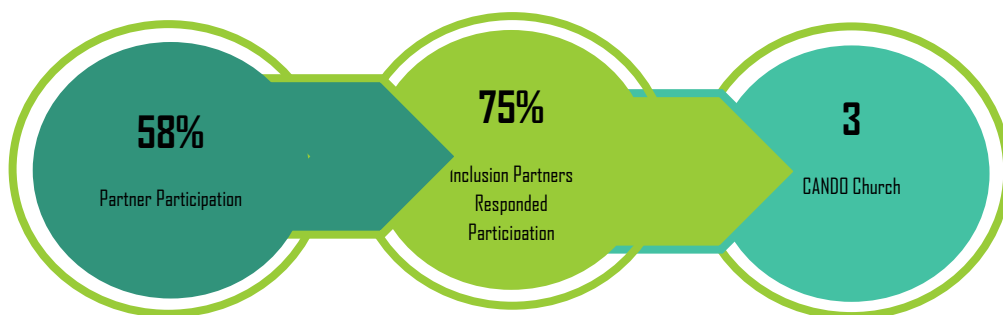
- Analyse the responses and feedback of the GPR Survey participants
- Highlight key findings of current Shared Services Practice
- Identify opportunities that the Shared Services Support Unit in Fiji may consider to further enhance the existing Shared Services.

Analysis of GPR Survey Data

The data collected from the GPR Survey is further elaborated in this section.

1. Partner Participation

14 Partners completed the GPR Survey which included 3 of Inclusion Partners whilst 3 of the CANDO Consortium responded in addition to the response by the CANDO Fiji secretariat.



From the participating partners, designated personnel that completed the GPR survey pertained to the following areas

- Disaster Risk Reduction & Management
- Program Management including Monitoring & Evaluation
- Project Management
- Inclusion & Protection
- Executive Roles in Church Structures

2. The AHP Shared Services that partners selected for the Good Practice Review

The top three areas that partners selected for the Shared Services GPR related to the following areas with Child Protection as the most selected areas. Whilst 36% of the participants reviewed Gender and SOGIESC/LGBTQI.

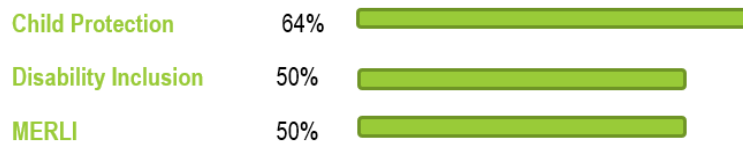
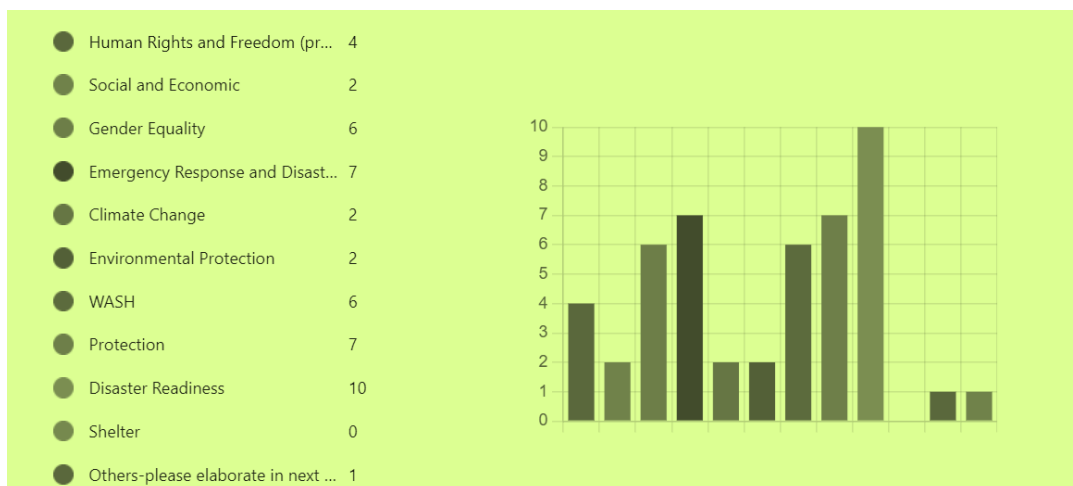


Figure 2: Top 3 Shared Services selected for review.

Finding 1: Child Protection & Safeguarding is the most recognized Shared Services

64% of the participants recognized Child Protection and Safeguarding as a key area for Good Practice Review.

3. Thematic areas that the AHP Fiji Shared Services Support Unit helped to address.



- A significant number of partners identified that the AHP Shared Services helped address Disaster Readiness within their organisations.
- 50% of the participating partners identified that the AHP Shared Services helped address capacities relating to Protection Emergency Response and Disaster Management.
- 43% identified that the Shared Services helped address Gender Equality and WASH.

Findings 2: Shared Services Support Addressed Key Thematic Areas

This finding demonstrated that the technical support in MERLI, Gender, SOGIESC/LGBTQI, Child Protection & Safeguarding and Disability Inclusion have helped improved partners in thematic areas relating to Disaster Management & Readiness, Protection, Gender Equality and WASH.

Opportunity 1: Further explore Least selected Thematic Areas

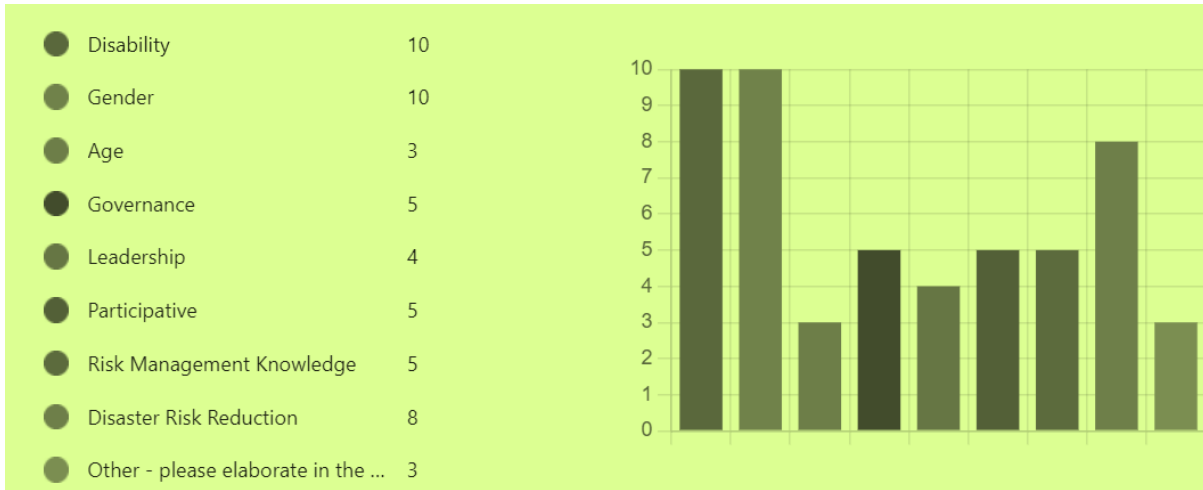
Human Rights & Freedom, Climate Change, Socio-Economic and Environmental Protection are the least selected thematic areas by participating partners. These indicate future opportunities that AHP Fiji may consider exploring as potential programming areas.

Opportunity 2: Awareness on Relevance of project activities to the Socio- Economic Thematic area

Socio-Economic was one of the least selected thematic areas. This may indicate that the association of this thematic area to related project activities may require further awareness. Areas such as Food Security & Livelihood, Cash Voucher Assistance are implementations under the Socio-Economic Thematic area. The latter were elaborated as other thematic areas by singular partners in the free text survey response.

4. Cross-cutting areas that the AHP Fiji Shared Services Support Unit helped to address.

- The most selected cross-cutting areas by partners relate to Disability Inclusion, Gender, and Disaster Risk Reduction.
- Governance, Risk Management Knowledge, and Participative approach were identified by partners as another common cross cutting areas the AHP Shared Services helped to address.



Other cross-cutting areas identified are provided in the figure below.



These humanitarian functions and areas were submitted as cross-cutting areas.

One of the partners highlighted that Micro Business Enterprise Training is a cross cutting area that AHP Fiji Shared Support Unit had helped addressed.

Finding 3: Most common cross cutting areas addressed by the AHP Fiji Shared Services Support Unit

The response indicates that Disability Inclusion, Gender Inclusion and DRR (Disaster Risk Reduction) are the most cross-cutting areas addressed by the AHP Shared Services. This demonstrated a view and embedded way of working on inclusion and resonating the core purpose of AHP by way of delivering both its programming in Disaster Response and Disaster Readiness.

Opportunity 3: Increasing the focus on Age as a cross cutting area of AHP programming

Only 21% of the respondents identified Age as a cross-cutting theme of AHP Fiji Shared Services support. Considering the most recognized cross-cutting areas, it would have been assumed that Age inclusion would have been a commonly selected area. This may indicate that application of an Age inclusive approach is yet to be matured by way of project planning & design, data reporting, pre-implementation analysis and planning and by way of policy.

5. Support into Project Pre-Implementation Phase

The top 5 most recognized service level by partners delivered by the AHP Fiji Shared Services Support Unit before the implementation phase of applicable projects relate to the following:

- Good Monitoring & Evaluation(M&E) system in place that provides clarity on inputs, outputs, and outcomes (logical framework clarity)
- Outcome oriented
- Set good collaboration & communication plan with AHP partners
- Clear roles on ensuring visibility of AHP project(s) before implementing interventions.
- We have highly skilled staff from the AHP Shared Services who understand their roles and responsibilities

The least selected service levels by partners delivered by the Shared Services during the Pre- Implementation Phase relate to the following:

- Good budget designing process
- Project Plans produced in a timely manner

Opportunity 4: Review Pre-Implementation Project Structure and Services delivered by the AHP Fiji Shared Services Support Unit

The following key areas are recommended from the responses for review. It should be noted that these areas are also not widely recognized by respondents as areas that the Shared Services addresses.

- 1) Support budget design; and
- 2) Development of a timely project plan

Specifically, the input provided by MERLI, Communications and the inclusion sector on Gender, SOGIESC/LGBTQI+, Children Protection & Safeguarding and Disability into project/program design is clarity in design input on project plans and budgets whether it is under Disaster Readiness or Disaster Response.

Other comments by Figure 3: Partner Response

Project Pre-Implementation Service Levels	Partner Response & Selection
Good Monitoring & Evaluation(M&E) system in place that provides clarity on inputs, outputs and outcomes (logical framework clarity)	10
Outcome oriented	8
Set good collaboration & communication plan with AHP partners	8
Clear roles on ensuring visibility of AHP project(s) before implementing interventions.	7
We have highly skilled staff from the AHP Shared Services who understand their roles and responsibilities	7
Able to adapt to new and changing priorities	6
There is consistent support from the various Shared Services Partners to assist in the development of technical capacity in my organisation	6
Policies in place to manage risks that negatively impact beneficiaries	5
There is clear communication from AHP Shared Services Leaders for achieving intended outcomes	5
Good feedback and complaints mechanism	5
Project Plans produced in a timely manner	4
Prior to project implementation there are trainings delivered by the AHP Shared Services Unit to support partners on planning, implementation, reporting and reviews.e.g. webinars, joint monitoring, talanoa sessions, virtual learning, awareness	4
Other Good Practice - please fill in next question	4
Good budget designing process	2

6. Pre-implementation Project Phase

The following are direct quotes from the survey responses and further categorized under the views of What's Working and What Requires Improvement.

What's Working

- *Communication channel between AHP partners and government is well coordinated*
- *Partners to incorporate shared services approach to DR 2.0 as it has been working from 1.0 and measure impact*

What requires Improvement

- *Regular monthly meetings for updates and progress strategies*
- *Still confusing and haphazard*

- *Improve on:*
- *Shared services personnel to visit the partners in person*
- *Regular updates & communications by the shared services provider*
- *Consistent engagements of the focal points*
- *Shared service provider to let partners know of the focal points for contacts due to turnover of staffs.*

Finding 4: Pre-Implementation Collaboration and Coordination with government and AHP Fiji

The existing collaboration and coordination capacity of the partners is recognized as a strength that is recommended to be continued as part of pre-implementation support. This finding further explains the recognition of M&E System on inputs, outputs and outcome which is mainly driven through a needs assessment and analysis which requires collaboration of national and sub-national stakeholders.

Opportunity 5: Pre-Implementation Project Roles of the Shared Services

Considering the response of partners; it is critical that the roles and responsibilities of the AHP Fiji Shared Services Support Unit versus the rest of the partners are defined to ensure role clarity and establish clear expectations project pre-implementation and implementation outcomes.

Opportunity 5A: Continue AHP Fiji Shared Services into DR 2.0.

Partner response indicated the impact of AHP Fiji Shared Services which provides an opportunity for AHP Fiji Shared Services to be strengthened and continued under DR 2.0.

7. Good Practice at Project Implementation Phase

- Similar to pre-implementation support, the most recognized service delivered by the AHP Fiji Shared Services Support Unit pertains to *Good Monitoring & Evaluation(M&E) system in place that produces high quality, accurate, timely information used for decision making.*
- Additionally, the other most recognized service delivered by the Shared Services relate to:
 - *Good Visibility of Project Donor*
 - *Outcome oriented*
 - *Policies in place to manage risks that negatively impact on the people & resources such as Child Protection, Sexual Exploitation, Abuse and Harassments*
 - *Skilled staff who understand their roles and responsibilities*
 - *Good leadership/cultural change management for achieving intended outcomes*

Finding 5: Recognition of Governance frameworks such as policy implementation and Highly Skilled Staff as key service success of the AHP Fiji Shared Services Support Unit

- The successful implementation of any policy requires skilled personnel to drive and guide its execution as demonstrated in the response by partners.

Opportunity 6: Strengthen Feedback and Complaints Mechanism

- The least recognized and selected service supported by the AHP Fiji Shared Services Support Unit pertains to Good Feedback and Complaints Mechanism. Similar to project pre-implementation support; partners moderately recognized Feedback and Complaints as an area of support during the project implementation phase. Considering that training support was not widely recognized in pre-implementation, it is recommended that a review of the Feedback and Complaints Mechanism is conducted and where necessary, targeted training is delivered to improve recognition of the service and also regular review of progress of Complaint Resolution processes without compromising any confidentiality.

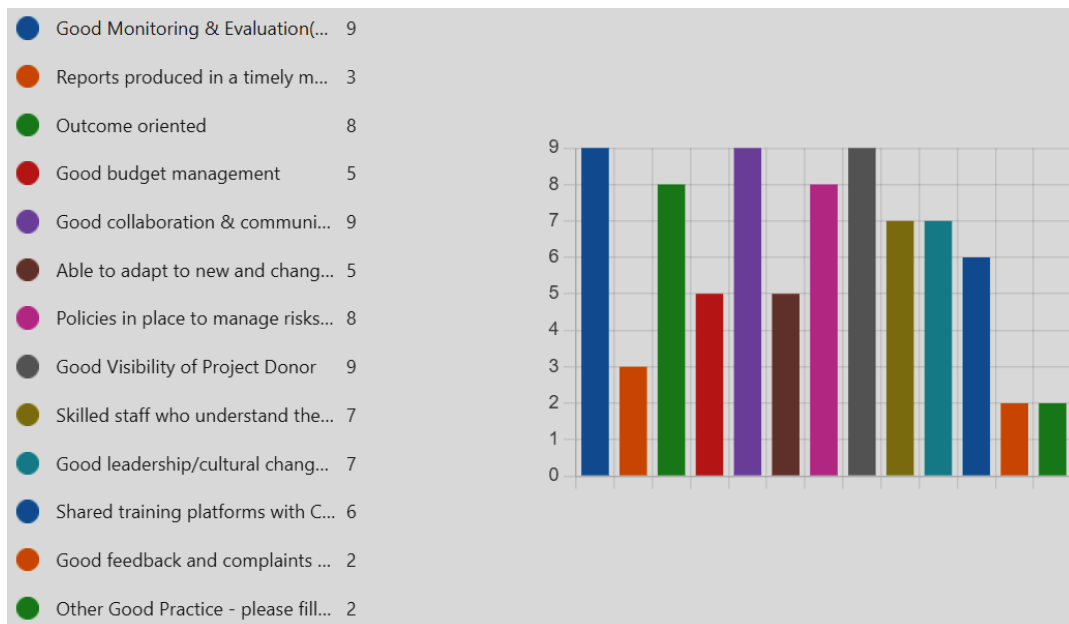


Figure 4: AHP Fiji Shared Services - Service Levels during Project Implementation

8. Feedback on AHP Shared Services project implementation support

The following feedback and suggestion were provided by partners on how Shared Services can further enhance support during project implementation phase.



Figure 5: Improvements to Shared Services project-implementation support

Finding 5: Strengthen Collaboration between Shared Services Team and Partners at project pre-implementation phase

- Partners identified the need for stronger collaboration and communication on activities, targets, beneficiaries and reducing duplication and overlapping of tasks

Opportunity 6: Areas of Improvement for Shared Services delivery

- For an effective and efficient project implementation, it is critical that collaboration in beneficiary targeting, resource allocation and clear mapping of responsibilities are defined from project pre-implementation stage.
- In-built capacity on responding to changes to be strengthened particularly in adaptability.
- Strengthen execution capacity to improve responsiveness to disasters.
- Strengthen communication framework and raise awareness within the partnership on communication focal points from each partner.

9. Groups of People benefitted from Shared Services Support

Partners' responses demonstrate that as a result of the AHP Shared Services a wide range of different groups of beneficiaries have been assisted. Feedback from partners also identified that assistance was also provided to the unemployed segment which included assisting beneficiaries that were made redundant and embedding accountability at community-based leadership structures to ensure sustainability of program.

Groups of People Benefited	Partner Responses
Women	11
Children	10
Persons with Disabilities	9
SOGIESC/LGBTQI+	9
Elderly	8
Youth	8
Residents of informal rural communities(informal settlements)	8
Residents of Structured rural communities(koro)	8
Men	7
Displaced Beneficiaries	3
Others - Please specify in next question	1
IDP-Internally Displaced Persons	0

Figure 6: Group of People Assisted

Finding 7: AHP Fiji assists a wide range of Group of Beneficiaries

Responses strongly indicate that as a result of AHP Fiji Shared Services; capacities have been developed to ensure and drive inclusion and protection as a cross-cutting themes of AHP programming.

Finding 8: Four Key Groups benefited the most from AHP Fiji

Partners indicated in their response that Women, Children, Persons with Disabilities and People of SOGIESC background are the groups of people that benefited the most as a result of the AHP Fiji Shared Services.

Opportunity 8: Programming opportunity in assisting Other Groups of People

Annually Fiji's communities are devastated by cyclones and floods; an immediate impact is the temporary displacement of affected people from their homes before, during and after the disaster. There are also reported cases of affected people losing their residential homes to disasters as a result of sustained damages. Similarly as was noted in the post-effect of the 2000 coup in Fiji, farm leases expired and were not renewed by landowners this resulted to relocation of some farmers to urban areas and settling in informal settlements.

In light of the focus areas of AHP Fiji pertaining to Disaster Ready and Disaster Response, temporary displacements continue to be a key need to be addressed leading to the expansion of number of evacuation centers nationwide. As such, the absence of formal displacement processes immediately after a crisis, natural disaster or as a result of socio-economic crisis, is an opportunity that AHP Fiji can consider. Addressing this segment of vulnerable people will ensure that platforms to address fundamental rights and human rights to decent housing is protected and advocated for. In light of the low selection of IDPs by partners, this provides an opportunity for AHP to consider Displaced People for relevant future programming under Disaster Ready or Disaster Response.

10. Shared Services improving organisational performance under AHP Fiji.

The most recognized area that the AHP Fiji Shared Services Support Unit assisted partners to improve its organisational performance under AHP Fiji pertains to:

- Child Protection Organisational policies and staff capacity are strengthened.
- Humanitarian actors continuously learn and improve
- The implementation of interventions is appropriate and relevant
- The implementation of interventions has strengthened local capacities and helped avoid negative effects.

Partners also identified other areas in which organisational performance under AHP Fiji has been improved as provided in the figure below.

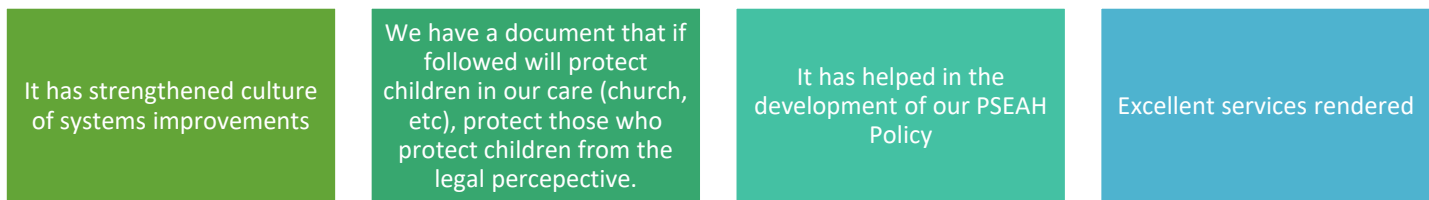


Figure 7: Organisational Performance Improved

Finding 9: Improved performance are driven through establishment of Governance framework and a continuous Learning Culture

The implementation of policies such as Children Protection Policies (CPP), PSEAH have been identified by partners to help improve their respective performance. Partners further emphasized the delivery of training parallel to the establishment of these policies.

This finding demonstrates that the reduction of organisational risks and improvement of performance is directly correlated to defined governance framework implemented through a continuous learning and improvement culture.

Opportunity 9 Future changes to be delivered with Governance and a Learning Framework

In light of the findings, it is critical that recognition of the conditions that allows partners to perform to be either replicated or further enhanced. In this case establishing governance with partners and providing a learning environment to review and implement changes. This will require adequate resource and budget allocation for future programming. Example – One of the most commonly identified area of improvement is collaboration and coordination at project pre-implementation phase; responses identified that changes were better implemented with clear governance and roles established underpinned a culture of continuous learning and review. This is critical as previous findings have also noted an indirect impact to beneficiaries' behaviour.

11. AHP Fiji Shared Services strengthens technical capacities of partners

Partners have significantly indicated the strengthening of capacities in the technical areas driven by AHP Fiji Shared Services Support Unit was largely due to AHP Shared Services partners. The responses from partners are further elaborated by frequency of response.

Most Common Response

- The most common response indicated by majority of the partners demonstrated the following shared services capacity development as a result of the AHP Fiji Shared Services:
- Development, Training and Implementation of the Prevention of Sexual Exploitation and Harassment (PSEAH) Policy.
- Development, Training, and Implementation of the Child Protection Policy.
- Development, Training, Coordination and Review of MERLI activities and framework.

The following partner responses were further categorized under What's Working and What Requires Improvement:

What's Working

- PSEAH, Child Protection policies & training - It is mandatory/compulsory that staff & volunteers undergo PSEAH training before deployed in the field for response work.
- PSEAH and Child Protection Policy MERLI frameworks.
- Reviewed our organization's Child Protection Policy.
- Yes. We have the Child Protection policy, Safeguarding policy and PSEAH policy in place.
- Yes. We were enrolled to take short courses for Project Management - Intermediate and advanced with the USP on the 21/22 October 2021. Other Capacity building courses was on Budgeting, AHP Capacity building such as Gender Trainings.
- Completed Emergency Operations Centre training under the PPF1.
- Procedures are now strengthened through the well-advance notification of training dates set by the Gender and Child Protection Shared Services while the MERLI Shared Services is great in coordinating partners participate in joint monitoring visits and having the ability to discuss and revise monitoring tools and questions before they actually head out to carry out monitoring in target communities.

What Requires Improvement

- It is important to note that identity of partners providing response are further redacted from the responses quoted below.
- I think with the exception of MERLI, other shared services need better coordination. Our last experience with the inclusion/protection partners saw a delay in arrival at workshop venue, no proper presentation so we had to excuse a few of our members who were irritated with the haphazard nature of the presentation. In addition, the presentation was long winded and repetitive - although the document they were presenting was in fact extremely useful. To us that indicated a lack of coordination and preparation.
- We are in the process of the developing of our PSEAH Policy

12. Improved Beneficiaries Behaviour

As noted in earlier survey findings of this report, partners had identified key cross-cutting areas as DRM, DRR, Inclusion, Protection and Gender. Notably all respondents agree that beneficiaries' behaviours demonstrate that AHP Fiji's cross cutting themes are understood by beneficiaries such as including women, children, persons with disability and persons of diverse background. This response indicated the impact of capacity building in addressing and changing behaviours at community and individual level for both disaster readiness and response.

Finding 10: Beneficiaries' behaviour has improved but still requires guidance.

85% of participating partners stated that beneficiaries still require guidance on sustainability of program.

Opportunity 10: Focus on sustainability of community-based programs.

For future programming, this provides an opportunity to strengthen and or evolve existing community-based projects, leadership, and committees as part of exit strategies with stronger coordination with relevant sub-national actors on exit transition.

Participating Partners Response

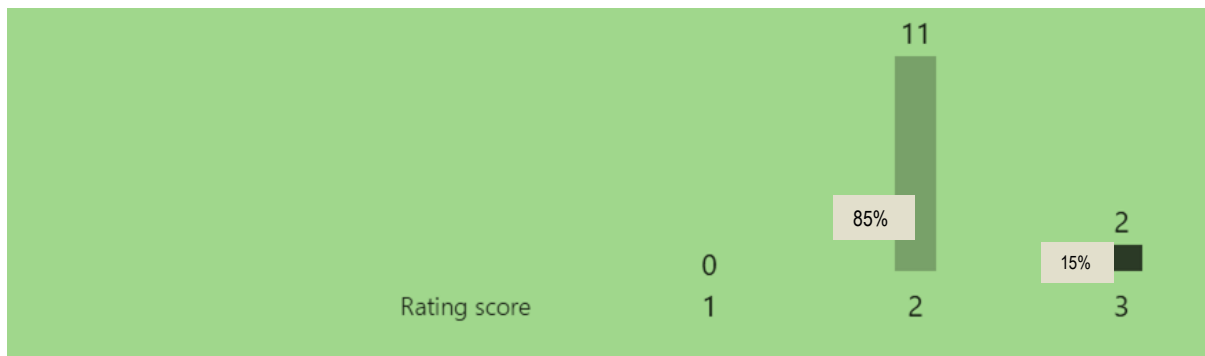


Figure 8: AHP Shared Services has impacted an improved change in behaviour of beneficiaries in AHP Fiji cross cutting areas

Description of rating.

3= Beneficiaries' behaviour demonstrates the adoption of the good practice in the selected cross cutting areas.

2 = Beneficiaries' behaviour understands the good practice(s) required in improving cross cutting areas but required guidance from the AHP partners for sustainability.

1 = There is lack of behavioural changes and beneficiaries will require further support due to lack of community-based resources

13. Consultative and Participative Approach to Stakeholder Engagements

As a result of AHP Fiji Shared Services key good practices identified by partners; there is an overall consensus by participating partners that the following stakeholders are engaged with all projects-

- National and Subnational Actors
- Engagement with other Civil Societies such as FBOs, other NGOs and leveraging AHP partners established network
- Impacted and targeted Communities
- Representatives of Vulnerable Groups - Women, Persons of SOGIESC background and Persons with Disabilities.

Finding 11: Strong Consultative and Participative Approach

A key strength of the AHP Fiji partners is its capacity in ensuring a consultative and participative approach to programming. This demonstrates the existing relationships that the AHP partners have established and maintained which is critical to disaster response and disaster readiness activities. The responses of participating partners are provided in the figure below.



Figure 9: Which external and community-based stakeholders were engaged at planning and implementation stages to strengthen the AHP Fiji Shared Services Good Practice with affected people/beneficiaries?

14. Regular reviews and Support from AHP Shared Services Partners Raised Accountability.

- A significant emphasis was placed on the extent of support and results driven by the AHP Fiji Shared Services Support Unit through the review, establishment, and implementation of policies together with training support delivered.
- This response correlates with earlier response on the extent of support that AHP Shared Services had provided to help the partners perform under AHP Fiji.
- The AHP Fiji Shared Services Support Unit's delivery on regular reviews, training, establishment of policies and process, learning meetings, write shops on progress updates, MERLI joint visits has consequently strengthened capacity towards accountability to affected people and the development of capacity in MERLI, Gender, Protection, Disability and Reporting.

The following are all the responses from participating partners with key examples on how accountability was raised and strengthened within their respective organisations as a result of good practices driven by the AHP Fiji Shared Services Support Unit. Identification of partner organisations are removed from the responses noted.

- Organization AAP (accountability to affected population), PSEAH Policy, Safe guarding policies , Staff Appraisal , Child protection policy , Code of conduct , best practice manual , Organization Complain mechanism, Organization feedback mechanism etc
- Community complaints and feedback mechanisms in place, reporting and responding mechanisms
- Review and Learning Reports
- Finance policies in place, finance report and daily update to superior Feedbacks Monitoring evaluation Performance and lesson learnt with each projects.
- System automation (computerized), so that data and results produced from projects could easily be analyzed for improvement in the process, better outcomes etc.
- Monthly meetings of the shared services partners where issues are discussed and addressed
- AHP partners periodically convene for Progress/Final Report Writeshops that allows partners to proactively contribute into the narrative and readily prepare/supply evidence to support the narrative. This entire process allows partners to collectively view progress and understand what each other partners are performing. Sort of a peer-to-peer evaluation during the time of Report Writeshops sessions.
- From staff performance reviews to community members' representation to the national committees - those are the layers of accountability inbuilt into the organisational structure - in alignment to the organisation's Code of Accountability. In addition, the partner organisation has began matching our various work and programmes to the CHS - ensuring that our work is aligned to and upholds each principle.
- Complaints box in the office, AHP partners are aware of our contact details should they wish to make a complaint directly to the office but is also encouraged to use other social safety nets such as the Counselling Help Line, Child Help Line and also the direct Helpline to partner organisation for any reports of abuse or if they need counselling on certain areas.
- Verbal feedback incorporated to support collect information from all persons leaving no one behind.

Partner Feedback on GPR

The following feedback was provided by partners to further improve future Good Practice Reviews:

- Survey Questions to be reviewed by Inclusion Partners
- Workshop required on GPR Survey Questions

The feedback further demonstrates the need for specific timelines, budget and focal points from each AHP partners to be accountable for the review of AHP Shared Services.

GPR Findings & Opportunities

The AHP Fiji Shared Services Good Practice Review has identified from participating partners' response key findings and opportunities that AHP Fiji can further consider and explore for future programming.

Findings

Based on participating responses, this report identified key findings that can further inform the review of AHP Shared Services.

- Child Protection & Safeguarding is the most recognised shared services support that has improved partner performance
- AHP Fiji partners' capacity in MERLI, Gender Inclusion, Child Protection & Safeguarding and Disability Inclusion was improved through the AHP Fiji Shared Services
- Disability inclusion, Gender Inclusion and Disaster Risk Reduction are the most cross cutting areas addressed by the AHP Shared Services.
- AHP Fiji Shared Services influencing partners to strengthen collaboration with Government Stakeholders as a result of MERLI framework.
- Partners need stronger collaboration and coordination with Shared Services before project implementation.
- Inclusion and Protection Capacities were developed as a result of AHP Shared Services
- Assistance to the most vulnerable of group of beneficiaries has improved with most Assisted Group of Beneficiaries are Women, Children, Persons with Disabilities and Persons of diverse SOGIESC background
- Governance, Continuous Learning and Review culture are key contribution to performance.
- Impact of Shared Services included change in beneficiaries' behaviour.
- AHP Fiji projects demonstrates a strong participative and consultative approach.

Recommendation

The following are key opportunities identified through the participating partners; response as recommended that AHP Fiji may consider for future programming. Details of the opportunities are further detailed in this report.

- **Opportunity 1:** Explore other thematic areas such as Human Rights & Freedom, Environmental Protection, Climate Change to further complement AHP Fiji interventions. This will also require design and development of new capability.
- **Opportunity 2:** Raised awareness on relevance and impact of project activities relating to Socio-Economic Thematic Areas with business development as a key area to be further strengthened.
- **Opportunity 3:** An Age inclusive approach and capacity building review to be considered to strengthen both understanding and capacity on targeting and implementation of assistance on age segments and generational differences.
- **Opportunity 4:** Timely input of Shared Services partners into Project Pre-implementation activities in specifically Budget Design, Project Plan, Communication support and clarity in roles of Shared Services partners.
- **Opportunity 5 & 6:** Strengthen Feedback and Complaints Mechanisms to include Shared Services review.
- **Opportunity 5A** Continue the AHP Shared Services as part of DR 2.0
- **Opportunity 7:** Strengthen communication and collaboration between AHP Shared Services and the rest of the AHP partners through establishment of clear framework and resources.
- **Opportunity 8:** Explore Internally Displaced People (IDP) as a target group of beneficiaries.
- **Opportunity 9:** Replicating the environment on how inclusion and protection capacities were strengthened by AHP Fiji Shared Services, future capacity development or changes to be delivered with the establishment of governance frameworks underpinned by a continuous learning and review culture.
- **Opportunity 10:** Strengthen sustainability of community-based programs with relevant national and sub-national actors on exit transition.
- **Opportunity 11:** Future GPR to be allocated with sufficient resources to allow partner contribution in the design of GPR Survey.

Appendix 1.0 GPR Survey Questions

The GPR Survey Questions can be accessed from the site link provided below. After 30 December 2022, the document can be accessed directly from ADRA Fiji's MERLI Team.

https://emcfijicom.sharepoint.com/:b:/s/AHPFijiSharedServicesGPR/EVtFjO8iKp9CqYBujJY7ku4B71G-A1wJpU302_KOiosytg?e=fmpQzu

To download the document, click on the icon labelled GPR Survey.



GPR Survey.pdf