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**PROJECT DOCUMENT**  
**UNDP Pacific Office – Fiji**

**Project Title:** Fiji Parliament Support Project – Phase II  
**Project Number:** 00100913  
**Implementing Partner:** United Nations Development Programme (Direct Implementation)  
**Start Date:** January 2017 **End Date:** December 2020 **PAC Meeting date:** 3 November 2016

**Brief Description**

The development challenge that the Fiji Parliament Support Project – Phase II seeks to address is that Parliament has limited capacities to discharge its mandate in relation to legislation, oversight and representation. The project seeks to provide support to the Parliament to become more effective and efficient through strengthening the work of its committees related to legislation and oversight, building the capacities of legislators and professionalism of staff, as well as improving outreach and citizen engagement. The project will be guided by the Corporate Plan and strategic vision and mission of Parliament. To achieve the aims of a well-functioning modern Parliament, the project will focus on capacity development of parliamentary actors, including MPs and staff. It will involve, among others trainings, placements, manuals, standard operating procedures, needs assessments, CSO and citizen engagement, and the inclusion of minorities and marginalised groups, including women and youth. The proposed timeframe for the support is four years from January 2017 – December 2020. This allows for continued support to the current Parliament term, as well as just over two years of support to the next Parliament term following the next general election scheduled for 2018.

**Contributing Outcome (UNDAF): Outcome 5.1:** Regional, national, local and traditional governance systems are strengthened, respecting and upholding human rights, especially women’s rights in line with international standards. **Outcome 2.1:** Increased women’s participation through legislation and policies that advance women’s leadership at all levels.

**Indicative Output(s):**

- **Output 1:** Committees have enhanced capabilities to undertake their legislative and oversight functions, including skills to ensure that the SDGs and development issues are mainstreamed across Parliament’s work, including gender mainstreaming.
- **Output 2:** MPs, including women MPs, and staff have increased capacities and improved professionalism to fulfil their obligations, benefitting from exposure to other parliaments through south-south triangular cooperation.
- **Output 3:** Parliamentary outreach and citizen engagement have expanded to include traditionally excluded groups, such as women and youth, and reach remote areas.

<b>Total resources required:</b>	USD 4,769,280	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	USD TBC
	<b>Donor DFAT<sup>1</sup>:</b>	USD 755,287
	<b>Donor NZMFAT<sup>2</sup>:</b>	USD 2,117,149
	<b>Donor Japan:</b>	USD TBC
	<b>In-Kind:</b>	USD TBC
<b>Unfunded:</b>	USD TBC	

Agreed by (signatures):

Parliament of Fiji	Parliament of Fiji	UNDP
Print Name: <b>Jiko F. Luveni</b> Speaker, Parliament of Fiji	Print Name: <b>V. Ramaswami</b> Secretary General, Parliament of Fiji	Print Name: _____ UNDP Resident Representative
Date:	Date:	Date:

<sup>1</sup> AUD\$ 1,000,000 converted at exchange rate of UNORE of October 2016.

<sup>2</sup> NZD\$3,000,000 converted at exchange rate of UNORE of October 2016.

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## **DEVELOPMENT CHALLENGE**

The Parliament of Fiji was created following independence in 1970. It replaced the former Legislative Council as the legislative arm of government in the pre-independence period. Parliamentary democracy in Fiji has been interrupted on a number of occasions, including in 1987, 1992, 2000 and 2006. In 2013, upon the request of the Government of Fiji, UNDP conducted a Fiji Parliament Needs Assessment. The outcome of this needs assessment was to prepare the Parliament for its resumption in 2014 and to provide for a Parliament that can efficiently and effectively undertake its legislative, oversight and representative functions. The Needs Assessment Report identified gaps in the structures, processes, infrastructure and human resource capacity within the parliament and proposed recommendations to strengthen the Parliament for resuming its activities.

Following the recommendations of the Needs Assessment Report, UNDP designed and implemented a project to provide assistance in creating and supporting the new Parliament. Over the duration of three years, the Fiji Parliament Support Project (FPSP) supported the Parliament in two interlinked stages. The first stage from January-September 2014 provided support to the Government of Fiji and the Fiji Parliament as it prepared for the resumption of parliamentary democracy. The second stage of support started soon after the national election on 17 September 2014 and will continue until December 2016. In this stage, Parliament is supported to effectively undertake its legislative, oversight and representative functions. As noted by the Mid-term Evaluation conducted in September 2015, the first phase of the project has surpassed expectations in terms of impact and delivery.<sup>3</sup>

With the FPSP due to end in December 2016, there has been discussion by the Project Steering Committee on the need for continued support to Parliament and parliamentary work beyond 2016. An initial outline concept note for a second phase was developed and agreed upon by the FPSP Steering Committee. In line with the recommendations of the Mid-term Evaluation, the second phase will be focused towards the further institutional development of the Parliament. It will last for four years from January 2017 – December 2020 and will accompany Parliament through the 2018 elections period. Following intensive consultations with project stakeholders and beneficiaries, the project document identifies a number of development challenges to be addressed.

### **A new political and institutional reality in Fiji**

The first phase of the FPSP was developed and commenced at a time when no Parliament existed in Fiji. Hence, the biggest challenge was how to create a new Parliament. The next phase will build on the success of the FPSP in supporting the creation of the Parliament, but the focus will also reflect the new political and institutional realities in Fiji. Being in operation for merely two years, the Parliament is still coping with limited capacities to discharge its mandate in relation to legislation, oversight and representation. The new phase of support will be implemented at a time when there is a need to provide strengthening of processes and ongoing capacity development for a young institution, but during a crucial period of transition from one Parliament term to the next. Most internal parliamentary procedures have been newly established and precedents continue to occur on a regular basis. To secure the future of the young institution and develop a solid parliamentary culture, this requires consistency in approach and dedication by parliamentary actors. The next phase will address this institutional challenge.

The proposed timeframe for the support is in line with the recommendations of the FPSP Mid-term Evaluation. The four-year timeframe from January 2017 – December 2020 allows for continued support to the current Parliament term, as well as just over two years of support to the next Parliament term following the next general election scheduled for 2018. To reflect the operating environment and developments that occurred since 2014, the new project focus will be different to that of the first project phase. Whereas the initial phase can be considered as a Parliament

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<sup>3</sup> "The evaluator is of the opinion that the project has played an important and strategic role in establishing and coaching the new Fiji Parliament (...) the project is a model project for UNDP, amongst others, because it has been conducted at the right moment, with the right approach and by the right persons", FPSP Project Mid-term Evaluation, September 2015.

creation project that focused on assistance in creating a new institution and its initial operation, the new phase of the project will be more targeted in the areas in which it operates.

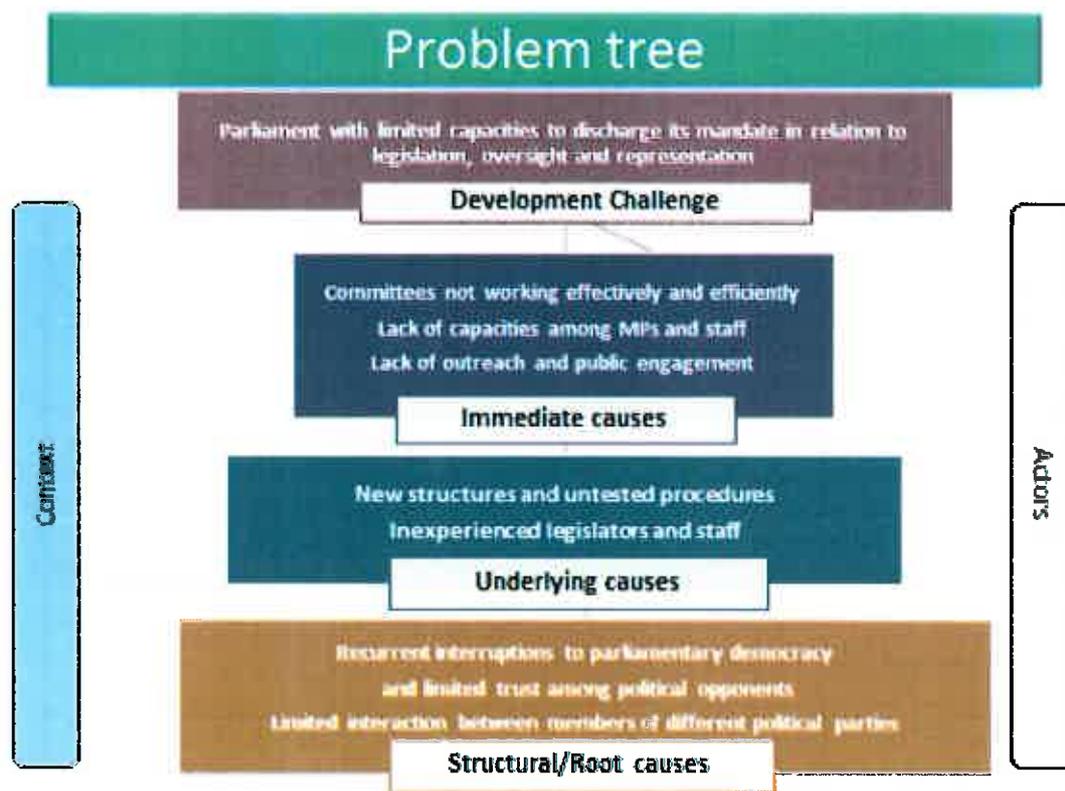


Figure 1: Problem tree showing the causal links among the various elements that contribute towards the development challenge.

### Committee work as the backbone of parliamentary activity

As a key political institution, Parliament is well-situated to directly address various development challenges. To conduct its work more efficiently and effectively, parliament has a number of committees working on dedicated portfolios. Following the 2014 elections, the governing Fiji First party secured 32 seats in Parliament, with opposition parties SODELPA and NFP securing 15 seats and 3 seats respectively. The Parliament adopted new Standing Orders that provided for the creation of six Standing Committees that have both a legislative and oversight function.<sup>4</sup>

Based on the FPSP experience working with the Standing Committees since early 2015, it has become evident that since their establishment two years ago, all six Standing Committees can greatly benefit from support to assist in implementing their legislative and oversight mandates. In legislation-making, committees have to deal with national, regional and global development priorities, translating into action the national development plan, pacific regional agreements, and global commitments. Committees need to be well-capacitated and well-managed to deliberate on important bills submitted by the Government, to consult with citizens on these bills, to make amendments and to pass the bills back to plenary for final consideration and for passing them into laws. This requires an enabling committee structure that can rely on sound research support and information, including data consultation and evidence hearings inviting experts and citizens.

<sup>4</sup> The six Standing Committees are Economic Affairs; Social Affairs; Natural Resources; Public Accounts; Foreign Affairs and Defence; and Justice, Law and Human Rights. Besides the six Standing Committees, the Fiji Parliament has four Select Committees that have a mandate related to the business of the Parliament. They are the Business Committee; House Committee; Privileges Committee; and Standing Orders Committee.

Committee hearings at Parliament House and committee visits to communities are the occasions where the multitude of Fijian population groups can be consulted, including women, men and young people, as well as minority and other excluded groups. Standing Committees have begun to prepare work plans and commenced to explore the various ways and tools for consultations and questioning. With Committee Chairs becoming more accustomed to leading meetings and promoting the resolution of disputes and consensus among MPs, questions of committee authority and effective management are becoming more pressing. In future, more detailed guidelines and standard operating procedures have to be developed to sustain the approach.

Another important function realised by committees is their oversight mandate. Committees are tasked with scrutinising government actions. Further, they review the reports of numerous government agencies and hold ministers to account. Globally one of the weakest functions of newly established or reforming parliaments, oversight by committees at the Fiji Parliament is still in its early stages. The literacy of budget documents and the technical knowledge of policy issues need to be strengthened further. More, the follow-up of questions during question time in Parliament and during hearings at committee level is still sporadic.

To be able to overcome capacity and technical challenges, committees need sound management as well as support by the parliamentary support services. Currently, each Standing Committee is supported by only one Committee Senior Officer with some pooled additional support. The new Parliament has established a research unit and a parliamentary library. Both units are still developing. In addition, legal support and ICT support still need to be expanded. The challenge is to make all support services work in an integrated way, supporting the needs of committees and Members of Parliament (MPs) alike.

### **The challenge to mainstream development issues**

Mainstreaming development issues in the work of Parliament is important for poverty reduction and addressing inequality and exclusion. The FPSP has successfully managed to ensure that Parliament has engaged with the Sustainable Development Goals (SDGs) and key development issues. However, low levels of awareness remain about the SDGs among some parliamentarians and the broader population, particular in rural areas. In July 2016, the Inter-Parliamentary Union (IPU) conducted a Needs Assessment Mission to Fiji to assess the parliament's capacity to address the SDGs and gender equality. The findings of the Needs Assessment highlighted that parliamentarians felt that they are not as fully informed as they could be on the SDGs due to their lack of access to research and statistical information on development issues. They felt that this information and data gap meant that they did not have the level of detail they needed to properly fulfil their responsibilities in relation to parliamentary scrutiny in relation to the SDGs.

The assessment, among other issues, also identified the limited extent to which the Parliament and its Standing Committees have engaged on international development commitments (such as the Millennium Development Goals or MDGs) as well as on commitments for gender equality in line with their traditional roles of legislation, oversight, budget appropriation and representation.<sup>5</sup> So far, the Public Accounts Committee is the first committee to fully implement activities in accordance with the requirements of the Standing Orders for all committees to mainstream a gender perspective in all activities. The committee has reviewed several Auditor General's reports from a gender perspective.<sup>6</sup> The new phase of the project will continue to work with the Parliament to ensure that the SDGs and development issues are mainstreamed through practical steps across the Parliament's work. The project will further support the capacity development of the parliamentary secretariat to assist MPs in this process.

In 2016, eight of the 50 MPs of the Fiji Parliament are women, as is the Speaker of Parliament. For the Pacific, this is one of the highest percentages in the region, but it is still far from the 30 percent women representation considered as critical to have a tangible impact. Parliament should be gender neutral; that is as Members conduct their work they must consider all matters with regard

<sup>5</sup> See, IPU Needs Assessment Mission to the Parliament of Fiji on the SDGs and Gender Equality, Report, 25-29 July 2016.

<sup>6</sup> In its reports, the Public Accounts Committee recommended that data be disaggregated by sex, and that the Auditor General conduct gender audits of all ministries.

to their impact on both men and women equally. In a Parliament dominated by men (84%) it is critical to build systems and procedures that ensure the opinions and concern of women and girls are considered as Parliament conducts its work.<sup>7</sup> The new project phase will support means by which Parliament should consider the interest of women and girls in its work, including public input to ensure the voices of women are heard and their feedback is received and reviewed.

### **Human resource and capacity challenges**

At Parliament, human resource capacity is still in need to be developed further. A new staff structure was designed before the elections in 2014 and set up when the Parliament was re-established, complete with job descriptions and a salary scale. Whereas Parliament is autonomous in recruiting its own staff, staff numbers are currently at a minimum, and salary levels do not always encourage the best candidates to apply. Since the Parliament has been operating for almost two years now, it is advisable to conduct an assessment of the staff structure to make an informed decision about its adjustment to the actual staffing needs.

The experience gained by the Parliament Human Resource Unit in hiring staff is also valuable to inform the future staff recruitment programme. More competency-based recruitment matching the real needs of Parliament is encouraged. The next project phase will build on the secretariat professional development programme developed by the FPSP with the aim of increasing the key skills of staff through training, attendance at relevant conferences and ensuring that the Parliament staff are given exposure to other parliaments in the region and build their capacity to provide high level support to MPs.

During consultations at parliament it was noted that MPs as well as staff need specialised induction and trainings around the various functions and processes at Parliament. This includes the legislative process, the oversight process, the representation function, their role as legislators, and the role of staff. Further training around the budget cycle, public accounts, as well as audit procedures was also seen as areas of need for further capacity building for the legislators. Procedural training for both MPs and parliamentary staff would enhance the understanding in many areas of parliamentary work. The new phase will continue to provide MPs with professional development opportunities both in Fiji and with other parliaments as well as providing opportunities for attendance at key regional and global parliamentary focussed conferences and forums. These events provide for both professional development and opportunity to network on a cross-party basis.

Following the 2018 election, the new project phase will provide significant support to the Parliament to implement an in-depth induction package of support and training to MPs. Material prepared for the initial induction in 2014 will be reviewed and refined, particular important sections in the Standing Orders and any potential amendments to the orders will be discussed. The role of the Speaker, both procedural and administrative, and the functions of parliamentary committees, including legislation and oversight, will receive special attention. Key principles of parliamentary work will be introduced, including the role of the Government and the Opposition, resolving disputes and building consensus, and Gender Equality and Parliament. A comprehensive Parliament Handbook for Members will be prepared and disseminated.

### **Need for parliament outreach and citizen engagement**

The project formulation consultations revealed that the parliament outreach and community engagement supported by FPSP has been very successful. This has been particularly important for a new institution and in a context where no legislature operated for eight years. The new project phase will provide continued support to outreach but will focus on traditionally excluded groups such as women and youth. In addition, based on the feasibility study conducted, the next phase will provide support after the elections for the establishment of a pilot Parliament satellite office to allow increased exposure for Parliament and increased interaction with citizens outside the capital Suva.<sup>8</sup>

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<sup>7</sup> See, Parliament of Fiji Handbook, 2016.

<sup>8</sup> See, UNDP and Parliament of Fiji, Feasibility Study on Establishing Parliament Satellite Offices in Fiji, May 2016.

Citizens and communities can play an important role in the work of Parliament. There are opportunities for citizen engagement both in the legislation process, as well as in oversight activities. For this purpose, parliamentary outreach activities ought to inform the public and civil society about the opportunities to prepare submissions to Standing Committees or to provide expertise during committee meetings. To take up these opportunities, civil society organisations (CSOs) must develop their capacity to better engage with Parliament Committees. To this end, the new project phase will provide support to CSOs to facilitate information exchange in the sector on the work that Parliament is undertaking to allow for a more informed and engaged civil society.

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## **I. STRATEGY**

The project seeks to provide support to the Parliament of Fiji to become more effective and efficient through strengthening the work of its committees related to legislation and oversight, building the capacities of legislators and professionalism of staff, as well as improving outreach and citizen engagement. The project will be guided by the Corporate Plan and strategic vision and mission of Parliament<sup>9</sup>. Such practice has proven successful among parliamentary support projects elsewhere, since the assistance offered by the project is complementary to the priority areas of stakeholders, and since it helps to build ownership among the stakeholders. To achieve the aims of a well-functioning modern Parliament, the project will focus on capacity development of parliamentary actors, including MPs and staff. It will involve, among others trainings, placements, manuals, standard operating procedures, needs assessments, CSO and citizen engagement, and the inclusion of minorities and marginalised, like women and youth.

The project will also benefit from application of the UNDP Strategy Note on Parliamentary Development, and other useful tools and models in the field of parliamentary strengthening. These include the Commonwealth Parliamentary Association (CPA) "Benchmarks for Democratic Legislators", the European Community (EC) "Engaging and Supporting Parliaments Worldwide: Strategies Methodologies for EC Action in Support to Parliament", as well as research and papers in related fields such as Westminster Foundation for Democracy (WFD) "The Politics of Parliamentary Strengthening", Department for International Development (DFID) "Drivers of Change", and Swedish International Development Cooperation Agency (SIDA) "Power Analysis: Experience and Challenges". Using the best practices and recommendations that were compiled in the aforementioned compilations on parliamentary strengthening the project strategy will apply what works effectively in the Fiji context.

UNDP is a global leader in parliamentary development, currently implementing projects and activities to strengthen the capacity of Parliaments in over 75 countries globally. In the Pacific, UNDP has been working with parliaments to support their law-making, oversight and representative functions, as well as to strengthen the general capacity of Parliament Secretariats. Project and programmes to date have seen UNDP work with Parliaments in Fiji, Solomon Islands, Tonga, Vanuatu, Palau, Samoa, National Parliament of PNG and Bougainville House of Representatives, Cook Islands, Kiribati and Republic of Marshall Islands.

UNDP is also actively engaging in partnerships with other quality assistance providers to parliaments, including the Pacific Parliamentary Partnerships (PPP) programme, the Inter-Parliamentary Union (IPU), the Commonwealth Parliamentary Association (CPA), and others. Additional information on the partnership strategy of this project can be found in the Partnership Section of this Project Document.

### **Relationship to UNDP Strategic Plan and UNDAF**

The project falls directly under the UNDP Strategic Plan (SP) 2013-2017 and responds to Outcome 2 Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. The project corresponds to the SP Outcome Indicator 2.3 Percentage of women in national Parliaments, and responds effectively to the SP

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<sup>9</sup> See, Department of Legislature, Annual Corporate Plan 2016.

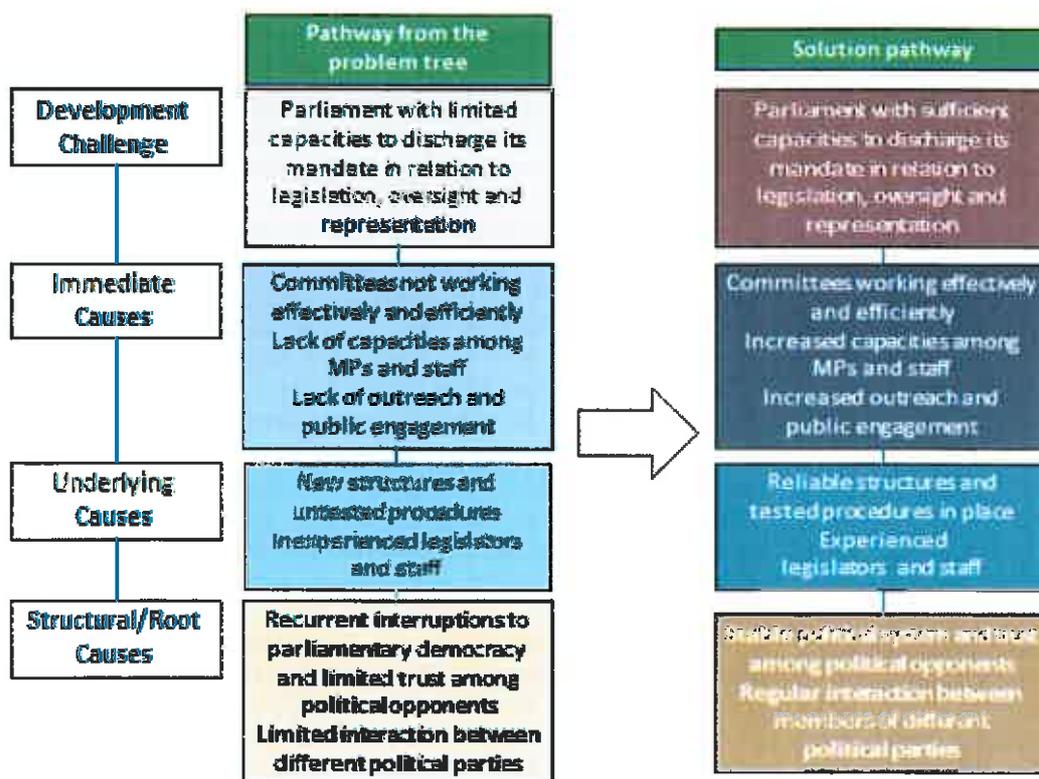
Output 2.1 Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including peaceful transitions. Here, directly relevant is Output Indicator 2.1.1.a Number of parliaments with improved administrative and human resources capacities to discharge their mandates in relation to law-making, oversight and representation.

The project corresponds directly to the United Nations Development Assistance Framework (UNDAF) 2013-2017 Outcome 5.1: Regional, national, local and traditional governance systems are strengthened, respecting and upholding human rights, especially women's rights in line with international standards. It also contributes to Outcome 2.1: Increased women's participation through legislation and policies that advance women's leadership at all levels.

### Theory of Change

To respond to the development challenge that has been described in the earlier section, the project will apply a Theory of Change (ToC) process to define how and why change will take place through the project based on the assumptions underlying the development challenge.<sup>10</sup> The ToC promotes effectiveness through predicting Change Pathways to inform planning with evidence of what has worked elsewhere based on available knowledge and helps to think about longer-term changes to embed sustainability of project results.

Through the initial Needs Assessment of Parliament conducted in 2013, and the findings of the FPSP Mid-term Evaluation in 2015, as well as through the Parliament Corporate Plan, there exists a fair understanding of the development challenges faced by the Fiji Parliament. Consultations with key stakeholders, including legislators and parliament staff have confirmed and elaborated on the various inputs needed to overcome the challenges. The challenges that the project is seeking to address have been identified in the previous section on the Development Challenge. The next project phase will commence in January 2017, without interruption and seamlessly continuing the current phase. The Parliament Secretariat is the main partner within Parliament for the provision of technical advice and support.



<sup>10</sup> See: UNDP, "A Guide to the Application of Theories of Change to UNDP Programmes and Projects", 2016.

Figure 2: From a problem to a solution pathway.

The ToC for next phase of the Fiji Parliament Support Project is that the Parliament of Fiji will become more effective and efficient through strengthening the work of its committees related to legislation and oversight, in conjunction with building the capacities of legislators and professionalism of staff, as well as improving parliamentary outreach and citizen engagement. Based on the rights and duties of Parliament identified in the Constitution of the Republic of Fiji and the Standing Orders of Parliament, combined with best practice for parliamentary development, this ToC and project design have been developed focusing on three approaches.

First, an institutional strengthening approach focusing on parliamentary committees where bills are deliberated and oversight of government action is taking place. A committee assessment and capacity needs analysis was conducted in August 2016 and the report shared and discussed with the Secretary General<sup>11</sup>. Recommendations of the report include that committee chairs and deputy chairs should meet regularly; committee staff numbers should be increased from one to two; Research Unit staff is increased to one dedicated staff per standing committee; job descriptions and grading of the Committee Unit be reassessed; committee staff should benefit from a dedicated capacity building programme; and UNDP support to standing committees should be continued and aligned with parliamentary development modalities. The activities of the project are aligned with the recommendations of this assessment. In order to achieve better-functioning committees and more efficient committee work processes, the support services of committees will be addressed. All six Standing Committees will be supported through assistance to the Committees Unit and the Parliament's Research and Library Services Unit. Further, Committee Chairs and Committee Senior Officers will benefit from tailored training to become more capacitated and knowledgeable about the specific tasks committees have to achieve. In addition, the project support to Parliament will be working towards ensuring that the SDGs and development issues are mainstreamed across Parliament's work especially in terms of working with Committees on issues including gender mainstreaming, reducing inequality, and inclusive and equitable quality education, while at the same time promote inclusive economic growth, action to combat climate change and its impacts, and conserve and sustainably use the oceans and marine resources. As a result of the support it is expected that laws approved and committee reports produced by Parliament will better reflect the needs of communities and global development considerations.

Second, a capacity and professional development approach supporting legislators and staff. The project will build on the secretariat professional development programme designed under the first phase of the FPSP to ensure that the Parliament staff are given opportunities to improve their skills through numerous activities including exposure to other parliaments in the region through south-south triangular cooperation. To achieve this cooperation, the project will look to cooperate closely with the New Zealand Parliament, the Pacific Parliamentary Partnerships (PPP) programme and the parliamentary twinning arrangement, all of which have already been building strong relationships and friendships during the first phase of the FPSP. Peer-to-peer learning and knowledge exchanges will build the capacities of parliamentary actors and positively inform their work in terms of improving oversight and legislative scrutiny skills. Further, the project will continue to provide MPs with skills development opportunities both in Fiji and with other parliaments. The various activities will encourage professional development and networking opportunities on a cross-party basis. Following the 2018 election, the project will provide significant support to the Parliament to implement an in-depth induction package of support and training to MPs. In particular newly-elected MPs benefit from such an induction, with re-elected MPs serving as the institutional memory.

Third, a public outreach approach to communities that might not otherwise have access to information about the Parliament's activities, or the opportunities for citizen engagement. The next phase of the project will provide continued support to outreach and thereby will focus on traditionally excluded groups, such as women and youth. Through providing information on the work of legislators and the Parliament, these groups will be giving the knowledge to eventually

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<sup>11</sup> Parliament of the Republic of Fiji, Report of a Parliamentary Committee Needs Analysis, 11 August 2016.

partake in parliamentary discourse and to engage in Parliament's work. It is important to remember that participation is crucial to a resilient democracy. Many communities in Fiji live in remote areas or on small islands with difficult access to the main islands and the capital Suva. To reach distant communities, the project will support the parliamentary outreach via traditional and new media channels. In addition, the project will provide support to the Parliament to increase interaction of MPs with citizens and engagement of CSOs with the work of committees, thereby strengthening the representation function of Parliament. Based on the feasibility study conducted, the project will support the Parliament Secretariat for the establishment of a pilot Parliament Satellite Office to allow increased exposure for Parliament.

The project ToC is specific about what the project is expected to deliver. Within the solution pathway structure the project's contributions to the intended results are described. Additional elements, like the project outputs and activities are included in the Results Framework. Assumptions about how one step leads to the next have been defined and further specified, and risks are reassessed and validated in the relevant Risk Log attached to this Project Document.

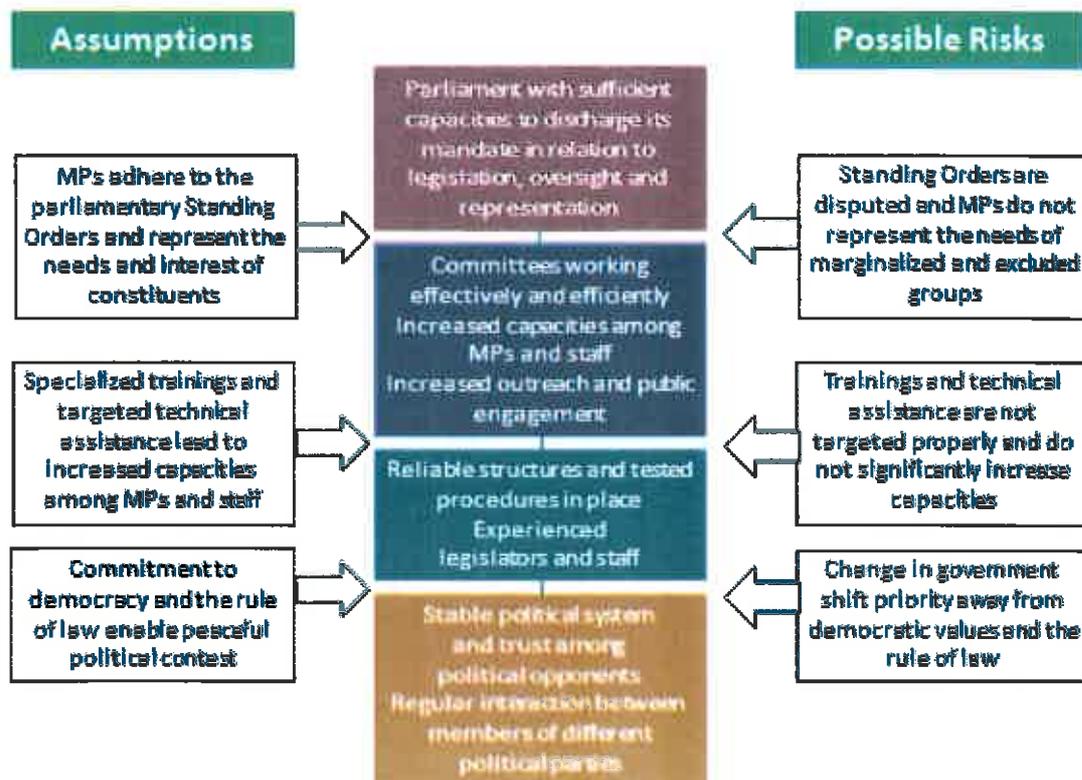


Figure 3: Graphical representation of the project Theory of Change including Assumptions and Possible Risks.

In the development of the project strategy any potential environmental adverse impacts that could be caused by this project were considered and it was found that none of the anticipated activities to be conducted under this project are likely to cause any adverse impacts on the environment. The Social and Environmental Screening Procedure (SESP) was conducted to identify potential social and environmental impacts and risks, with the project assessed as no risks. The SESP report is attached as Annex 2.

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## II. RESULTS AND PARTNERSHIPS

### *Expected Results*

In line with the project's overall goal "Parliament of Fiji will become more effective and efficient through strengthening the work of its committees related to legislation and oversight, in conjunction with building the capacities of legislators and professionalism of staff, as well as improving parliamentary outreach and citizen engagement", the following three development results have been identified as critical (see the initial Parliament Needs Assessment and the recommendations of the FPSP Mid-term Evaluation) to achieve the project's goal and contribute to the Parliaments overall strategic vision, mission and corporate plan.

Development result 1 (Project Output 1): "Committees have enhanced capabilities to undertake their legislative and oversight functions, including skills to ensure that the SDGs and development issues are mainstreamed across Parliament's work, including gender mainstreaming".

To achieve this result, the project will enable strengthening the support for chairing, and managing the six Standing Committees of Parliament. Committee Chairs and Committee Senior Officers will benefit from tailored and targeted training to become more capacitated and knowledgeable about the specific tasks committees have to achieve. The support services of committees will be addressed through providing trainings and offering placements of committee specialist from other parliaments to the Committees Unit and the Parliament's Research and Library Services Unit. In addition, this output has gender equality as a significant objective (gender marker GEN2). The project support to Parliament will be offering trainings and technical assistance, ensuring that the SDGs and development issues are mainstreamed across Parliament's work, including gender mainstreaming<sup>12</sup>, reducing inequality, and inclusive and equitable quality education, while at the same time promoting inclusive economic growth, action to combat climate change and its impacts, and conserve and sustainably use the oceans and marine resources. As a result of the support it is expected that laws will be more thoroughly scrutinised leading to improved legislation, and that committee reports produced by Parliament will be based on more thorough oversight of executive activities and better reflect the needs of communities and global development considerations.

Development result 2 (Project Output 2): "MPs, including women MPs, and staff have increased capacities and improved professionalism to fulfil their obligations, benefitting from exposure to other parliaments through south-south triangular cooperation".

This will be achieved through supporting the Secretariat professional development programme designed under the first phase of the FPSP to ensure that the Parliament staff increase their skills and knowledge through a range of activities such as training, attendance at courses and conferences and through exposure to other parliaments in the region through south-south triangular cooperation. To advance this cooperation, the project will, amongst other approaches, utilise expertise within the New Zealand Parliament, the Pacific Parliamentary Partnerships (PPP) programme and the parliamentary twinning arrangement with the Parliament of Victoria, Australia, which has already been building a very strong rapport between staff in the two administrations. Before the end of the current parliament term, the project will assist in the review of the Secretariat organisational structure. The project will support peer-to-peer learning and knowledge exchanges to build the capacities of MPs and staff, and to positively inform their work. Further, the project will continue to provide MPs with skills development opportunities at the Parliament House in Fiji and at other parliaments. The various learning activities will encourage professional development and networking opportunities on a cross-party basis. This output has gender equality as a significant objective (gender marker GEN2). During implementation, with input from women organisations, the project will develop a specific programme for MPs on gender equality, taking into account specific needs and requests. Following the 2018

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<sup>12</sup> Regarding gender mainstreaming by committees, the project will consider the Practical Toolkit developed under the first phase of FPSP, as well as the finding of the IPU Needs Assessment on the SDGs and Gender Equality.

election, the project will provide significant support to the Parliament to implement an in-depth induction package of support and training for MPs. In particular, newly-elected MPs will benefit from such an induction, with re-elected MPs serving as the institutional memory.

Development result 3 (Project Output 3): "Parliamentary outreach and citizen engagement have expanded to include traditionally excluded groups, such as women and youth, and reach remote areas."

To achieve this, the project will organise various public outreach activities to reach communities that might not otherwise have access to information about the Parliament's activities, or be able to utilise opportunities for citizen engagement. The project will provide support to the Parliament Outreach and Civic Engagement Unit to identify beneficiaries and focus on traditionally excluded groups, such as women and youth, including school visits and mock parliament sessions. This output has gender equality as a significant objective (gender marker GEN2). The specified target groups will be identified with the help of government and non-government organisations operating in the remote areas of Fiji. Through providing information on the work of legislators and the Parliament, these groups will be giving the knowledge to eventually partake in parliamentary discourse and to engage in the Parliament's work. To reach distant communities, the project will support the parliamentary outreach via traditional (i.e. radio) and new media (i.e. website, Facebook, smartphone apps) channels. In addition, to strengthening the representation function of Parliament, the project will provide support to the Parliament to increase interaction of MPs with citizens and engagement of CSOs with the work of committees. Based on the feasibility study conducted, the project will support the Parliament Secretariat for the establishment of a pilot Parliament Satellite Office to allow increased exposure for Parliament.

### ***Resources Required to Achieve the Expected Results***

The required project resources can be categorised into financial, technical, and managerial. The financial resources needed by the project have been indicated on the cover page of the Project Document and associated funding indications by various donors have been cited. These resources will be used to procure the required technical and managerial services, such as mapped in the Multi-year Work Plan of the Project Document.

Resources in terms of staff time from the Department of Legislature (Parliament Secretariat) as the main project stakeholder and the corporate support (financial management and management services, human resources, procurement management) of the UNDP Pacific Office in Suva will also be required to achieve the expected outputs and outcomes of the project. These resources are embedded within the project activities and will be defined further in the Annual Work Plans during the project implementation.

Additional resources deriving from partnerships like for example the Pacific Parliamentary Partnerships programme, Inter-Parliamentary Union, Commonwealth Parliamentary Association, and United Nations sister agencies will also be sought as expert resources in ensuring that project results are based on cutting-edge knowledge and international best practices.

### ***Partnerships***

UNDP has a clear advantage to implement this project based on global technical expertise in the area of inclusive and effective democratic governance, which includes successful parliamentary development and strengthening projects globally, regionally and in Fiji. UNDP is a global leader in parliamentary development, currently implementing projects and activities in over 75 countries globally to strengthen the capacity of Parliaments. In the Pacific, UNDP has been working with the Parliaments of Fiji, Solomon Islands, Tonga, Vanuatu, Nauru, Palau, Samoa, PNG, Cook Islands, Bougainville, Kiribati and Marshall Islands to support their law-making, oversight and representative functions, as well as to strengthen the general capacity of Parliament Secretariats.

While implementing the first phase of the FPSP, UNDP through its multilateral and impartial credentials has been building a strong partnership with the Department of Legislature (Parliament Secretariat) of the Fiji Parliament. The partnership is grounded in strong relationships with the Speaker, Secretary General, Deputy Secretary General, Committee Chairs, Whips, MPs, and departmental staff.

In recent years, UNDP has been working with partners like the New Zealand Parliament and the Pacific Parliamentary Partnership (PPP) to mobilise expertise for the Parliament of Fiji and to host MP delegations and staff placements at affiliated Parliaments in Australia and New Zealand. Particularly the National Parliament of Australia, the New Zealand House of Representatives and the Parliament of Victoria have been providing capacity building support at a fairly extensive rate.

There are few other development partners providing support to the Parliament of Fiji. The Commonwealth Parliament Association (CPA) each year convenes Parliamentary Staff Development Workshops for parliamentary staff from across the Pacific. CPA also has a Technical Assistance Programme (TAP) dedicated to the Parliament of Fiji, including components on support for speech writing, project proposal formulation, and parliamentary airtime (PR and awareness). In November 2016, CPA UK branch will host a one-off workshop at the Parliament of Fiji to explore the role of standing committees. Further, the Inter-Parliamentary Union (IPU) occasionally delivers assistance to the Parliament of Fiji.<sup>13</sup> For instance in July 2016, an IPU needs assessment mission to the Parliament of Fiji took place to assess the parliament's capacity to address the SDGs and gender equality.

The project will work closely with ongoing UN agency projects for example particular projects such as the UNDP / UNODC project on anti-corruption (UNPRAC) that has been working with Public Accounts Committees and parliamentarians in the region to increase financial transparency.

### ***Risks and Assumptions***

Project risks are comprehensively identified in the Risk Log attached. The project assumptions are detailed in the Strategy section of this Project Document.

### ***Stakeholder Engagement***

The key stakeholders and at the same time main beneficiaries for the parliamentary strengthening component of the project, that is Output 1 and Output 2, are the Members and staff of the Parliament of Fiji. During the formulation of this project, regular meetings were conducted by UNDP, to inform and update the stakeholders of the process. The formulation consultant held in-depth interviews and discussions with a wide range of MPs, including the Speaker and Deputy Speaker, the Whips of all political parties present at the parliament, and all Standing Committee Chairs. Equally, the Secretariat was consulted, including the Secretary General, the Deputy Secretary General, Director of the Corporate Division, Director of Legislation Division, Managers and Senior Officers. The modality of stakeholder engagement will continue during the implementation of the project, with the Project Board providing a more formal process for engagement.

With regard to the outreach and public engagement component of the project, that is Output 3, during the inception, the project will look to identify the best stakeholder strategy for targeted groups. The Outreach and Civic Engagement Unit of the Parliament as the key stakeholder of this component has already identified some target groups, with the MPs and the general public being the main beneficiaries. The project will align its activities with the engagement approach of the Parliament Outreach and Civic Engagement Unit including among others schools, universities, women organisations, youth groups, and remote communities. At the inception stage, the project will also identify other potentially affected groups and a strategy for engagement to ensure that they are aware of mechanisms to submit any concerns about the social and environmental impact of the project.

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<sup>13</sup> Fiji was formally readmitted to the IPU at the opening session of the IPU's 133rd Assembly in Geneva in 2015.

### ***South-South and Triangular Cooperation (SSC/TrC)***

Continuing the excellent experience under the first phase of the FPSP, when a south-south exchange of Secretary Generals from three Parliaments in the Pacific (Fiji, Tonga, Solomon Islands) was conducted, the project will expand its south-south and triangular cooperation with other Parliaments in the Asia-Pacific Region with similar parliamentary systems or with similar parliamentary development challenges, in order to create a two-way learning process. Further, the twinning arrangement with the Victoria Parliament has already resulted in frequent exchanges and a strong relationship.

Sustainability of the cooperation will be achieved through the membership of the Fiji Parliament in IPU, CPA, Asia Pacific Parliamentarians Forum (APPF), Asian Forum of Parliamentarians on Population and Development (AFPPD). The Parliament's Inter-Parliamentary Relations and Protocol Unit will be responsible for strengthening and maintaining relations with other parliaments and other inter-parliamentary organisations regionally and globally.

### ***Knowledge***

The project anticipates producing a number of knowledge products, including manuals and handbooks for MPs and staff, and media products to be used under the parliament outreach and public engagement component. Details of the planned knowledge products are outlined in the Multi-Year Work Plan.

The project will create visibility through preparing press releases about its public events and inviting local media. Information about the activities and achievements of the project will be placed on the Parliament website and UNDP website. Visibility of the project will be increased further by the communication activities of project partners and donors. The project team will include a Communications Officer who will coordinate the activities related to the visibility of the project. Lessons learned generated by the project will be included in the Lessons Learned Log and shared with parliamentary development partners globally through the UNDP learning platforms and the AGORA Portal for Parliamentary Development.<sup>14</sup>

### ***Sustainability and Scaling Up***

The project activities related to capacity building for MPs and staff are expected to also enhance the capabilities within the Corporate Division at the Training and Quality Unit and Human Resources Unit of the Parliament, both to design, mobilise and offer periodic professional development opportunities, and to create the potential of retaining capacity within the Secretariat. In addition, related to outreach, the project will build up capacities at the Civic Education Unit within the Legislative Process Division of the Parliament to sustain and scale up its resources and activities even beyond the duration of the project. The Unit will be in the lead to implement the project activities related to outreach. The aim is that by the end of the project, the various Secretariat units and standing committees are sufficiently capacitated, so that support can be phased out.

Within the component on public outreach the project will support the Parliament Secretariat to establish a pilot Parliament Satellite Office outside the capital to allow increased exposure for parliament. After a successful review of the pilot, the Parliament can decide to expand the idea of Satellite Offices to other locations in Fiji.

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## **III. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the United Nations Development Assistance Framework

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<sup>14</sup> The AGORA Portal can be accessed via: <http://www.agora-parl.org/>

(UNDAF) in the Pacific Annual Review and the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Pacific Office leverages activities and partnerships among a number initiatives and projects in Fiji. Applying this approach, the project will look to ensure synergies with the Strengthening Citizen Engagement in Fiji Initiative (SCEFI) which seeks to connect grassroots and community organisations to national institutions and supporting effective discussions around key national issues. SCEFI is also in particular linked to the SDG Goal 5 on the empowerment of women and girls, and SDG 16 on the promotion of peaceful and inclusive societies for sustainable development. Information, materials and lessons learned from SCEFI will be shared and utilised for the engagement with stakeholders involved in this project.

Like during the first phase of the FPSP, the strategy of the second phase is designed to deliver maximum project results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the project will utilise outside experts as well as in-house experts from within UNDP and UN sister organisations, and in-kind contributions from stakeholders including the PPP.

### ***Project Management***

As with FPSP and as requested by the Fiji Parliament, the project is expected to be directly implemented by the UNDP Effective Governance Team at the UNDP Pacific Office in Fiji. Technical experts with the expertise required for the various project activities will be recruited on a needs basis. The project's Multi-Year Work Plan provides all details of associated management expenses to be incurred over the project duration.

The project team for the direct implementation of the project will comprise of a minimum team of five:

- Project Manager
- Senior Technical Adviser
- Communication Officer
- Administrative Officer
- Finance Officer

The associated Direct Project Costing (DPC) that will be incurred by UNDP in providing project management and technical project implementation support is effectively indicated in the Multi-Year Work Plan.

The project's Multi-Year Work Plan also includes a General Management Support (GMS) charge that covers the costs for UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structure, management and oversight costs of UNDP as per global UNDP practices. The GMS is applied to all projects funded by either member governments at 3% for projects implemented directly in those member countries, and at 8% for contributions from other development partners for all projects that are implemented by UNDP around the world.

#### IV. RESULTS FRAMEWORK<sup>15</sup>

**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:**

- ❖ Outcome 5.1: Regional, national, local and traditional governance systems are strengthened, respecting and upholding human rights, especially women's rights in line with international standards.
- ❖ Outcome 2.1: Increased women's participation through legislation and policies that advance women's leadership at all levels.

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**

- ❖ Level of parliamentary capacity to legislate and ensure effective oversight of Government.  
Challenges for quantitative verification because of absence of baselines (i.e. no World Bank Data Report for Fiji with governance data).

Hence, use of qualitative indicators based on CO indicator (rating scale 0-4) and with data and evidence to be sourced from the Parliament itself.

**Baseline:** By 2014, when parliament had been re-established and UNDP started the building of capacity, the rating status = 0.

**By 2016, after the Parliament has been operating for 2 years and UNDP conducted the building of capacity, the rating status = 3 (capacity partially improved).**

**Target:** By 2020, during the next parliamentary term and UNDP having conducted the building of capacity, the expected status = 4 (capacity largely improved).

**Applicable Output(s) from the UNDP Strategic Plan:**

SP Output 2.1 Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including peaceful transitions.

SP Output 2.4 Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development.

**Project title and Atlas Project Number: Fiji Parliament Support Project – Phase II: 00100913**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>16</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2014	Year 2017	Year 2018	Year 2019	Year 2020	

<sup>15</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audiences clearly understand the results of the project.

<sup>16</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p><b>Output 1</b> Committees have enhanced capabilities to undertake their legislative and oversight functions, including skills to ensure that the SDGs are development issues and mainstreamed across Parliament's work, including gender mainstreaming.</p>	<p>IRRF Indicator: 2.1.1.b: Constitution-making body (Parliament) with improved administrative and human resources capacities to undertake drafting, public outreach and consultation and with mechanisms to ensure the participation of women and marginalized groups. To be assessed on the following rating scale: 0=UNDP is not building capacity of Parliament 1=Capacity has not improved 2= Capacity very partially improved 3= Capacity partially improved 4= Capacity largely improved</p>	<p>Post capacity building and training workshop reports. Evaluation and feedback sheets by participants of capacity building activities. Monitoring and evaluation missions. Reports by Parliament Secretariat and Committee work (consultation) reports. Number of Committee meetings conducted.</p>	<p>Competency rating (qualitative indicator)</p>	<p>0</p>	<p>3</p>	<p>3</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>Project Team through data and information collection. Technical specialists through training activities.</p>
<p><b>Output 2</b> MPs, including women MPs, and staff have increased capacities and improved professionalism to fulfil their obligations, benefiting from exposure to other parliaments through south-south triangular cooperation.</p>	<p>IRRF Indicator 2.1.1.: Parliament with improved administrative and human resources capacities to discharge its mandates in relation to law-making, oversight and representation. To be assessed on the following rating scale: 0=UNDP is not building capacity of Parliament 1=Capacity has not improved 2= Capacity very partially improved 3= Capacity partially improved 4= Capacity largely improved</p>	<p>Post capacity building and training workshop reports. Evaluation and feedback sheets by participants of capacity building activities. Monitoring and evaluation missions.</p>	<p>Competency rating (qualitative indicator)</p>	<p>0</p>	<p>3</p>	<p>3</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>Project Team through data and information collection. Technical specialists through training activities.</p>

<p><b>Output 3</b> Parliamentary outreach and citizen engagement have expanded to include traditionally excluded groups, such as women and youth, and reach remote areas.</p>	<p>IRRF Indicator 2.4.2: Country with strengthened environments for civic engagement, including legal/regulatory frameworks for civil society organizations to function in the public sphere and contribute to development, and effective mechanisms/platforms to engage civil society (with a focus on women, youth or excluded groups). Degree of effectiveness should be scored using the following scale: 1=Low 2=Medium 3=High</p>	<p>Data from Parliamentary Secretariat. Data from CSOs and NGO platforms or networks. Project Activity Reports. Media reports.</p>	<p>Effectiveness rating (qualitative indicator)</p>	<p>None</p>	<p>Low</p>	<p>Low</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium</p>	<p>Project Team through data and information collection. Technical specialists through training and outreach activities.</p>
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## V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP Project and Report to Project Board	Identified in Multi-Year Work Plan
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP Project and Report to Project Board	Identified in Multi-Year Work Plan
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP Project and Report to Project Board	Identified in Multi-Year Work Plan
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP Integrated Results Management Team and Project Board	Identified in Multi-Year Work Plan
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP Project and Report to Project Board	Identified in Multi-Year Work Plan

<p><b>Project Report</b></p>	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (Final Project Report)</p>	<p>Project Reports to be reviewed by the Project Board and any project issues associated with lack of progress in implementing project activities, financial and human resources and other factors will be discussed and appropriate course of action to deal with such issues will be decided.</p>	<p>UNDP Project, UNDP Integrated Results Management Team and Project Board</p>	<p>Plan Identified in Multi-Year Work Plan</p>
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Twice per calendar year</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	<p>UNDP Project, UNDP Integrated Results Management Team and Project Board</p>	<p>Plan Identified in Multi-Year Work Plan</p>

**Evaluation Plan<sup>17</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation	UNDP	SP Output 2.1 SP Output 2.4	Outcome 5.1: Regional, national, local and traditional governance systems are strengthened, respecting and upholding human rights, especially women's rights in line with international standards. Outcome 2.1: Increased women's participation through legislation and policies that advance women's leadership at all levels.	December 2020	Parliament of Fiji (MPs, staff) CSOs	Identified in Multi-Year Work Plan

<sup>17</sup> Optional, if needed

## VI. MULTI-YEAR WORK PLAN <sup>18/19</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				Responsible Party	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Amount	
<p><b>Output 1</b></p> <p>Committees have enhanced capabilities to undertake their legislative and oversight functions, including skills to ensure that the SDGs and development issues are mainstreamed across Parliament's work, including gender mainstreaming.</p>	<b>1.1 Activity (Result): Support provided to Committee Chairs and MPs</b>								
	a) Tailored training and best practice sharing for Committee Chairs and Deputy Chairs about how to direct and achieve committee specific tasks.	40,000	40,000	35,000		UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	115,000
	<b>1.2 Activity: Assistance provided to committee staff and committee services</b>								
	a) Tailored and targeted training for Committee Senior Officers (Committee Clerks) about how to effectively support committee work delivered by committee Clerk from other developed parliaments.	40,000	40,000	35,000		UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	115,000
	b) Specialists from other parliaments for the Committees Unit to capacitate Committee Clerks and to support committee processes, delegation of work, and teamwork.	35,000	30,000	35,000	40,000	UNDP	DFAT/ NZMFAT	International Consultants Travel and DSA	140,000
	c) Provision of research and library expertise with Parliament's Research and Library Services Unit to strengthen engagement with committees.	40,000		40,000		UNDP	DFAT/ NZMFAT	International Consultants Travel and DSA	80,000
	<b>1.3 Activity: Support provided to the work of committees</b>								

<sup>18</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>19</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	a) Portfolio technical assistance for all Standing Committees, ensuring that the SDGs and development issues are mainstreamed across Parliament's work (utilising experts from UN agencies, like UNFPA, UNICEF, UNWOMEN, WHO, ILO, UNAIDS).	40,000	20,000	40,000	20,000	20,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants (UN staff at no cost) Travel and DSA	120,000
	b) Special peer-to-peer learning and knowledge exchanges by 2-3 former MPs or experts for all six Standing Committees to advise on the management, scheduling, reporting, and documentation of committee specific work.	60,000	60,000	65,000	65,000	65,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	250,000
	c) Review of the process at committee level and TA to mainstream gender perspective and conduct impact assessments (socio-economic/environmental), including experience sharing and best-practice learning.	40,000	40,000	40,000	40,000	40,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	160,000
	<b>1.9 Effective technical advisory services and project implementation<sup>20</sup></b>	116,000	116,000	116,000	116,000	116,000	UNDP	DFAT/ NZMFAT	Staff Personnel and Office costs	464,000
	<b>1.10 Direct Project Costs<sup>21</sup></b>	16,000	16,000	16,000	16,000	16,000	UNDP	DFAT/ NZMFAT	Operational costs and Service Charges	64,000
	<b>Sub-Total for Output 1</b>	<b>427,000</b>	<b>362,000</b>	<b>422,000</b>	<b>297,000</b>	<b>297,000</b>				<b>1,508,000</b>
<b>Output 2</b>	<b>2.1 Activity (Result): Skills development provided to MPs</b>									

<sup>20</sup> International senior technical adviser to the project, project manager and project staff implementing the project.

<sup>21</sup> Operational Costs (Finance and Procurement), Common Service Charges, and UNDP Communication and Programme Finance.

MPs, including women MPs, and staff have increased capacities and improved professionalism to fulfil their obligations, benefitting from exposure to other parliaments through south-south triangular cooperation.	a) Offer specialised skills development for MPs (including on legislation, oversight, and bills tabled in Parliament) to encourage professional development and networking opportunities across-party lines.	70,000	70,000	70,000	70,000	70,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	280,000
	b) Develop a capacity building programme for MPs on gender equality; conducting workshops for MPs and women organisations.	30,000	30,000	50,000	50,000	50,000	UNDP	DFAT/ NZMFAT	International Consultants Travel and DSA Workshops/ Trainings	160,000
	c) Following the 2018 election, support to design an induction package (resource material) and implement a comprehensive induction programme for MPs		90,000				UNDP	DFAT/ NZMFAT	Workshops/ Trainings Resource Material/ Printing International Consultants Travel and DSA	90,000
	<b>2.2 Activity: Assistance provided to staff of the Parliament Secretariat</b>									
	a) Conduct specialised trainings (including on parliamentary procedures and protocol) for Parliament Secretariat staff.	40,000	20,000	40,000	20,000	20,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	120,000
	b) Support staff attendance at relevant training courses and placements of parliament staff from and to other parliaments in the region to enhance south-south triangular cooperation.	20,000	30,000	20,000	40,000	40,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	110,000
	<b>2.3 Activity: Support to the organisation and management of Parliament and parliamentary bodies</b>									

	a) Undertake a review of the Secretariat organisational structure and capacities, including recommendations for enhancing the structure and services (to be conducted before the end of the current parliament term).	48,000				48,000			International Consultants Travel and DSA	DFAT/ NZMFAT	UNDP			48,000
	b) Annual gathering for Whips and Parliamentary Caucus staff on how to manage a caucus in Parliament and network with other peers in the region.	20,000	20,000	20,000	20,000	20,000		Workshops/ Trainings International Consultants Travel and DSA	DFAT/ NZMFAT	UNDP		20,000		80,000
	2.4 Effective technical advisory services and project implementation.	116,000	116,000	116,000	116,000	116,000		Staff Personnel and Office costs	DFAT/ NZMFAT	UNDP		116,000		464,000
	2.5 Direct Project Costs	16,000	16,000	16,000	16,000	16,000		Operational costs and Service Charges	DFAT/ NZMFAT	UNDP		16,000		64,000
	<b>Sub-Total for Output 2</b>	<b>312,000</b>	<b>440,000</b>	<b>332,000</b>	<b>332,000</b>	<b>332,000</b>								<b>1,416,000</b>
Output 3 Parliamentary outreach and citizen engagement have expanded to include traditionally excluded groups, such as women and youth, and reach remote areas.	<b>3.1 Activity (Result): Support provided to parliamentary outreach</b>													
	a) Organise various public outreach activities to reach communities that might not otherwise have access to information about the Parliament's activities or be able to utilise opportunities for citizen engagement.	45,000	45,000	45,000	45,000	45,000		Seminars/ Meetings Resource Material/ Printing	DFAT/ NZMFAT	UNDP		45,000		180,000
	b) Provide technical assistance to the Parliament Outreach and Civic Engagement Unit to build capacity on public engagement tools and processes (including information materials) to focus on traditionally excluded groups, including school visits and mock parliament sessions.	35,000	35,000	35,000	35,000	35,000		Workshops/ Trainings Resource Material/ Printing International Consultants Travel and DSA	DFAT/ NZMFAT	UNDP		35,000		140,000

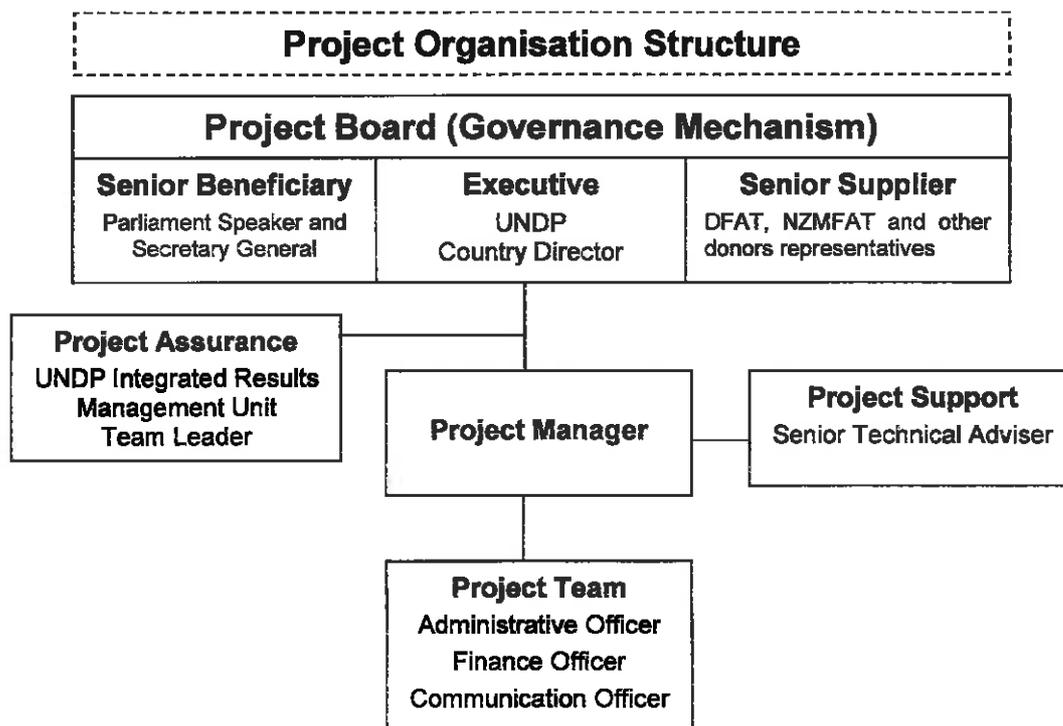
	c) Based on the feasibility study conducted, support the Parliament Secretariat for the establishment of a pilot Parliament Satellite Office to allow increased exposure for Parliament (with evaluation of the pilot after 2 years).	130,000	30,000	22,000		UNDP	DFAT/ NZMFAT	Equipment/ Furniture Workshops/ Trainings International Consultants Travel and DSA	182,000
<b>3.2 Activity: Assistance provided to citizen groups to engage with parliament</b>									
	a) Working with universities and the Parliament Secretariat to support an annual student internship programme at the Parliament, starting with the Secretariat and later with MPs.	20,000	20,000	20,000	20,000	UNDP	DFAT/ NZMFAT	Seminars/ Meetings Resource Material/ Printing	80,000
	b) Support and TA to civil society to increase awareness and understanding of parliament's ongoing work, and to engage constructively with parliament.	60,000	60,000	60,000	60,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	240,000
<b>3.3 Activity: Support to MPs and civil servants to better understand the representation function of parliament</b>									
	a) Special information seminars for civil servants in the various divisions of Fiji on the functions of Parliament and the work of committees.	30,000	10,000	30,000	10,000	UNDP	DFAT/ NZMFAT	Seminars/ Meetings Resource Material/ Printing	80,000
	b) Trainings for MPs on the representation function of legislators, including how to engage with their constituents through traditional and new media.			20,000	20,000	UNDP	DFAT/ NZMFAT	Workshops/ Trainings International Consultants Travel and DSA	40,000
	<b>3.4 Effective technical advisory services and project implementation.</b>	116,000	116,000	116,000	116,000	UNDP	DFAT/ NZMFAT	Staff Personnel and Office costs	464,000

	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	UNDP	DFAT/ NZMFAT	Operational costs and Service Charges	64,000
<b>3.5 Direct Project Costs</b>													
<b>Sub-Total for Output 3</b>	452,000	332,000	364,000	322,000									1,470,000
<b>Evaluation</b>												International Consultant Travel and DSA	22,000
<b>Total project costs</b>	1,191,000	1,134,000	1,118,000	973,000									4,416,000
<b>General Management Support</b>	95,280	90,720	89,440	77,840									353,280
<b>TOTAL</b>	1,286,280	1,224,720	1,207,440	1,050,840									4,769,280

## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance of the project is expected to be undertaken by the Project Board which will convene at least twice a year and more frequently if decided so by the Board. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. In order to ensure accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with UNDP. In addition, the Project Board plays a critical role in UNDP-commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. The Terms of Reference for the Project Board are annexed. The Project Board structure is provided in the diagram below.

On a day-to-day basis, the Project Manager based at UNDP has the authority to run the project on behalf of UNDP with the constraints laid down by the Project Board and in accordance with the UNDP Programme and Operations Policies and Procedures (POPP). The Project Manager is responsible for the everyday management and decision-making of the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the Project Document to the required standard of quality and within the specified constraint of time and cost. UNDP appoints the Project Manager, who is different from the UNDP representative on the Project Board. Project backstopping and quality assurance will be provided by the UNDP Regional Parliamentary Adviser (Senior Technical Adviser) based at the UNDP Pacific Office in Suva.



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## VIII. LEGAL CONTEXT AND RISK MANAGEMENT

### Legal Context Standard Clauses

The Project Document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by the agency UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### Risk Management Standard Clauses

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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## **IX. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference and TORs of key management positions**

