

Annual Project Progress Report:
Fiji Parliament Support Project – Phase III

April 1 2024 – March 31 2025

Part I: Summary

Project information

Project Title	Fiji Parliament Support Programme Phase III (FPSP-3)
Goal	By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice. Source: UN Pacific Strategy (UNPS) (at time of Project design) By 2027, people enjoy and contribute to more accountable, inclusive, resilient and responsive governance systems that promote gender equality, climate security, justice and peace, ensure participation, and protect their human rights. Source: UN Cooperation Framework (2023-2027)
Intended outcomes	Increased transparency and accountability in governance institutions and formal and informal decision-making processes. Increased voice and more inclusive participation by women, youth and marginalized groups in national and subnational decision-making bodies that are representative.

Contract or grant information

Start and end dates	01 April 2022 - 31 December 2025 ¹		
Financial summary	Total resources required		USD 4,614,722.66
	Contributions	Australia	USD 846,960.17
		New Zealand	USD 1,965,923.98
	Total Funded		USD 2,812,884.15
	Unfunded ²		USD 1,801,838.60

¹ At the Project Board meeting held in February 2025, the Board agreed in-principle to a no-cost-extension for the project until 30 June 2025. This will be formalized with all donors bilaterally and reported to the next Project Board meeting in the second half of 2025. The 2025 Annual Work Plan ensures that there is sufficient remaining budget for the continuation of project activities for the No-Cost Extension period in the first half of 2026.

² While this represents the gap between the project funds and the original project design, in reality the project has adapted to the smaller project envelope since early 2023, and tailored priorities to meet this resource availability. The Mid-Term Review in 2024 acknowledged this and focused on the funded budget in assessing achievements and recommendations for the final phase of the project.

Reporting period	April 1 2024 – March 31 2025
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Progress report preparation

Prepared by	UNDP Pacific Parliamentary Portfolio Team
Others involved or consulted	
Date of report	12 May 2025

Executive Summary (1-3 pages)

Highlight the most significant achievements (or difference made) during the period. Please clearly indicate this Project’s contribution to achievements.

The Fiji Parliament Support Project (FPSP) Phase III continues to play a pivotal role in strengthening parliamentary processes, capacity-building, and public engagement. In 2024, FPSP III made substantial progress in aligning its interventions with both Fiji’s National Development Plan (NDP) and the outcomes of the UN Multi-Country Programme Document (MCPD) for the Pacific. By advancing inclusive legislative reforms—such as supporting the passage of the Child Justice Act and the Child Care and Protection Act through extensive public consultations—the project contributed directly to NDP goals of strengthening justice, child protection, and inclusive governance systems. The project’s initiatives, including the Floating Budget Office, Speaker’s Debate on Women in Leadership, and civic education programs, reinforced institutional transparency, accountability, and public engagement, core pillars under both the NDP and MCPD. Moreover, support to legislative oversight, capacity development of Members of Parliament (MPs), and facilitation of participatory governance processes directly address MCPD Outcome 4: "People in the Pacific live in just, peaceful, and inclusive societies," particularly through improved parliamentary capacity, gender-inclusive leadership, and civic participation. These interventions, as reaffirmed by the 2024 Mid-Term Evaluation, demonstrate the project’s relevance, coherence, and effectiveness in supporting sustainable parliamentary development in Fiji, with tangible contributions to national and regional governance objectives. A key recommendation from the Project Board Meeting was to pursue a no-cost extension until June 2026 to allow for full implementation of revised activities and ensure sustainable impact.

Output 1: Strengthen Parliament’s capacity to be more transparent, accessible and accountable to citizens

The Fiji Parliament Support Project (FPSP) Phase III is helping Parliament become more open, accessible, and accountable by strengthening public engagement, improving information sharing, and supporting inclusive legislative processes.

Through activities like public consultations, civic education programs, and digital initiatives, the project ensures that citizens have greater opportunities to engage with Parliament and understand its work. The key achievements during the reporting period are outlined below, highlighting progress in making parliamentary processes more transparent and responsive to the needs of the people.

**³Inclusive Consultations
Driving Legislative Reforms in
Child Protection**

As part of its commitment to strengthening legislative processes and promoting inclusive governance, the project supported extensive Parliamentary Committee public consultations that directly contributed to the passage of two landmark child protection laws—the Child Justice Act and the Child Care and Protection Act—on December 5, 2024. These legal reforms represent a significant shift in Fiji’s approach to child welfare and juvenile justice, moving from a corrective model to a rehabilitative and protective framework.



Venue/communities	Male	Female	Total
Naibita Village	16	16	32
Namara Village	25	31	56
Lautoka City Council Chambers	1	3	4
Nahigatoka Village	13	3	16
Vatumali Village	8	10	18
Shalini Apartments – CSO	4	10	14
Korowiri Village	13	13	26
Nabouwalu Village	15	8	23
PA Savusavu Conference Room	17	8	25
Nabalebale Vilage	24	5	29
Vusaratu Village	11	4	15
Naboutini Village	27	12	39
FFA Academy Labasa	5	13	18
13 communities’		136	379

Table: Detail of the JHLR consultation

The consultations engaged 379 (136F) participants from 13 diverse communities, ensuring that voices from across Fiji, particularly rural and marginalized populations, were incorporated into the legislative process. These discussions allowed citizens, community leaders, child rights advocates, and legal experts to provide first-hand insights and recommendations, ensuring that the new laws are responsive to real-life challenges faced by children and families. Through this participatory approach, Parliament was able to refine and enhance provisions related

³ JHLR Committee Meeting with CSO Groups as part of its consultation process.

to diversion programs, child-friendly judicial procedures, and protective services for vulnerable children.

Beyond informing legislative content, the consultations fostered greater public awareness and engagement with Parliament, reinforcing trust in democratic processes. The consultation findings informed Parliamentary debate, ensuring transparency and accessibility while promoting continued dialogue between Parliament and the communities it serves. This initiative not only strengthens legislative legitimacy but also sets a precedent for participatory lawmaking in Fiji, emphasizing the importance of inclusive governance in shaping policies that directly impact citizens' lives.

Digital Public Engagement

In March 2025, Fiji Parliament attended the Pacific Parliamentary Knowledge Exchange on Digitalization.⁴ As a very highly-ranked parliament on digital transformation, Fiji Parliament has considerable lessons to share with Pacific peers while also benefiting from knowledge exchange and experience sharing. The programme focused on supporting Parliamentary Clerks/Secretaries-General and ICT managers to gain a deeper and broader understanding of digital transformation in parliament; get exposure to a wider range of innovations in parliament; and exchange and deliberate on the ways forward to collectively improve in digital transformation. A key success of the Knowledge Exchange was unanimous support among the 13 parliaments attending to embrace the proposed establishment of a Pacific Hub under the Inter-Parliamentary Union's **Centre for Innovation in Parliament**, hosted by the Fiji Parliament. A key concrete development from the programmes substantive discussions is the Fiji Parliament's decision to pursue an artificial-intelligence driven 'sentiment analysis' tool to support public participation in lawmaking, to be supported by the project. The tool is expected to be developed in the second half of 2025.

Output 2: Increase the Parliament's capacity to effectively legislate and to conduct oversight, and monitor the achievement of national development goals, particularly the social and economic security of women and the most vulnerable

To enhance the political participation of women in Fiji, the Parliament with the project's support organized a series of impactful events in 2024⁵, which targeted different groups, including members of the public, as well as aspiring women politicians, and were effective in engaging them meaningfully.

⁴ <https://www.facebook.com/share/p/19oUCiU3uJ/>

⁵ <https://www.facebook.com/share/p/12Lx7LQLU3j/>; <https://www.facebook.com/share/p/1B3dswjtTj/>

⁶The project supported the Fiji Parliament in convening the **Speaker's Debate** in Suva, focused on "*Women's Public Leadership: Empowering Women's Participation at All Levels of Decision-Making*," aligned to SDG 5.5. The event

drew over 300 participants in person and almost 23000 online views, fostering active and inclusive dialogue on women in leadership. High-level

panellists, including the Minister for Women, Children, and Social Protection, a senior Opposition Member, and representatives of CSOs, academia, and development partners, engaged in substantive discussions on the challenges and opportunities for advancing women's leadership. This debate contributed to raising awareness and catalysing multi-stakeholder action to strengthen women's participation in decision-making processes across sectors.⁷



Figure 1 - Women's Practice Parliament

Following this broad public sensitisation and awareness raising, the Parliament then hosted a **Practice Parliament for Women**, a three-day event held in Suva. This program provided a total of 58 women with practical, hands-on experience in parliamentary procedures, political debate and public decision-making. The participants were selected through a national expression of interest process, ensuring

representation from diverse backgrounds across rural and urban communities, age groups, political affiliations, and ethnicities. The event aimed to empower participants with the skills and knowledge necessary for gender-inclusive leadership. By fostering greater understanding and engagement in governance, the initiative directly contributes to the broader goal of increasing women's political participation and representation in decision-making processes, aligning with Sustainable Development Goal (SDG) 5 on gender equality. The full impact of this initiative will be seen in upcoming Fiji Elections, at both local and national elections.

⁶ *Speaker's Debate.*

⁷ <https://www.facebook.com/share/p/12Lx7LQLU3j/>

Fiji Floating Budget Office 2024 for budget briefs and gender-based budgeting

The Floating Budget Office (FBO) played a crucial role in supporting MPs in legislative debates and budget scrutiny. The FBO produced 36 thematic briefs, including those focusing on gender-responsive budgeting and climate finance, equipping MPs with critical insights and data-driven analysis contributing to strengthening their oversight of government spending and policy decisions. The FBO comprised 14 Parliamentary Researchers and Committee Staff from seven jurisdictions (Australia, Kiribati, New Zealand, Solomon Islands, Tonga, and Vanuatu) working alongside their Fijian counterparts in preparing budget briefs.

The briefs were complemented by a briefing for civil society organization on the content and structure of the national budget, as well as the analysis produced through the FBO process itself. The workshop supported 28 representatives from 16 CSOs to participate in a budget briefing session, enhancing their understanding of the national budget process and facilitating informed advocacy. These two FBO initiatives strengthened parliamentary capacity and promoted greater transparency and civil society engagement in the budgetary process.

Women in Power Network

⁸In the previous reporting period, the February 2024 Pacific Women in Power Forum (PWIPF) played a pivotal role in advancing women's political collaboration in the Pacific. A significant outcome of the Forum was the creation of the **Pacific Women in Power Network**, fostering ongoing support and knowledge-sharing among women leaders. Participants developed gender-sensitive action plans, with commitments to advocate for Temporary Special Measures (TSM) and conduct gender audits in parliamentary systems. Fiji MPs contributed significantly to the network, with Hon. Lenora Qereqeretabua participating in the Solomon Islands parliamentary induction, supporting two newly elected women MPs. Additionally, Fiji Women MPs participated in a Peer Masterclass on Transformational Leadership. These initiatives are designed



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⁸ Hon Deputy Speaker Lenora Qereqeretabua at the Solomon Islands Induction

to strengthen networks, enhance digital advocacy, and promote inclusive governance across the Pacific.

Output 3: Build the skills and knowledge of MPs and the capacity of the administration to meet strategic objectives and to plan for and manage change

Strengthening Parliamentary Knowledge and Capacity Through Induction Programs

The project successfully supported a comprehensive Members of Parliament (MPs) induction at **Fiji Parliament Retreat** following an orientation delivered at the Parliament Complex in 2023. 46 of 55 MPs participated, receiving professional development on parliamentary roles and responsibilities. A significant aspect of the induction was the knowledge-sharing sessions with peer parliamentarians and senior government officials on critical development issues. MPs from Pacific nations, Australia, Seychelles, and New Zealand joined the event, sharing best practices that promoted cross-border learning and collaboration. The retreat considered mechanisms to strengthen institutional capacities, legislative functions, and transparent governance. Key discussions addressed gaps in MPs' ability to propose private members' bills, with recommendations to establish an Office of Parliamentary Counsel for drafting support. Emphasis was placed on enhancing parliamentary oversight, refining budgetary allocations, and strengthening committees, with six policy inquiry topics were identified, including renewable energy, modernizing agriculture laws, and online safety.



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In late 2024, the project supported two staff members of the Fiji Parliament to attend the 2024 Annual Parliamentary Educators' Conferences (APEC). The key focus of this

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⁹ *Fiji Parliament Retreat*

attendance was to identify priorities and opportunities to strengthen public engagement and civic education through digital tools with a particular focus on the deployment of artificial intelligence (see above on the Pacific Parliamentary Knowledge Exchange on Digitalization).

Highlight any specific lessons learned.

- Political leadership significantly influences MPs' participation in capacity-building activities, requiring continued high-level buy-in for effectiveness. Without strong leadership support, engagement levels may fluctuate, affecting overall program impact.
- High parliamentary staff turnover underscores the need for sustainable institutional capacity-building mechanisms, such as structured training and knowledge-sharing platforms. Without these, institutional memory is lost, and new staff struggle to adapt quickly.
- The unpredictable political environment has required flexibility in scheduling and prioritizing activities, highlighting the importance of adaptive project management. Sudden political shifts can disrupt planned interventions, necessitating contingency planning.
- The travel requirements for regional engagement and capacity-building activities can divert focus from other parliamentary priorities. Without careful planning, frequent travel may reduce MPs' availability for core legislative and oversight functions.
- Establishing a Technical Working Group of MPs ensures continuous strategic and technical input, aligning project activities with parliamentary needs. Without such a mechanism, project interventions risk being misaligned with evolving priorities.
- Efforts to engage media in the Women's Practice Parliament were not as impactful as expected, necessitating a more tailored strategy to increase media interest and public awareness. Without targeted media engagement, visibility and advocacy efforts may remain limited.
- More targeted efforts are needed to enhance parliamentary engagement with youth, persons with disabilities, women, and marginalized communities. Without deliberate inclusion strategies, these groups remain underrepresented in civic engagement processes.
- The long-term impact of the Women's Practice Parliament will be evaluated based on representation in upcoming elections. Without sustained mentorship and support structures, the initiative's contribution to women's political participation may not be fully realized.

Summarise key issues and challenges addressed. Include any adaptation made to scope, timeframe, budget.

The project remained adaptive and flexible to the circumstances and context of the Fiji Parliament, including the challenges of the political situation. However, certain activities included in the Project's original scope were not aligned with the reality of the implementation context. These issues were reviewed comprehensively in the Mid-Term Review, which made a series of recommendations particularly around scope and focus of priorities and budget utilization. The recommendations are excerpted below. In responding to the recommendations, UNDP proposed a no-cost extension to the project, to ensure sufficient time to implement the revised priorities of the project and to achieve and demonstrate concrete results from those revised priorities.

Mid-Term Review Recommendations

Recommendation 1: The results framework for the project be revisited with a view to refocusing it on activities that are achievable and better aligned with the needs of the Parliament of the Republic of Fiji.

Recommendation 2: The M&E framework be reworked around the revised results framework for the project with realistic and measurable indicators which enable the project, and the project board, to assess progress.

Recommendation 3: Provide technical support for new Bills and inquiry processes of committees, including the generation of associated knowledge products that will provide guides for the future conduct of such activities.

Recommendation 4: Extend the opportunities for attachments / study visits to other key parliamentary roles such as Deputy Speaker, chairs of committees, leader of the opposition and Manager of Government Business.

Recommendation 5: Invest resources in the further development of knowledge products such as Speaker's rulings, guides for committee chairs and members, 'how to' guides for MPs on matters such as questions and motions, and the framework for a manual of practice and procedure. These products need to be developed with the close involvement of MPs and parliamentary staff.

Recommendation 6: Work more closely with the parliament's Civic Education and Media Unit to identify and progress new initiatives that have, as their objective, promoting the aims of an Open Parliament, with emphasis on transparency and inclusion.

Recommendation 7: Engage with CSOs to identify different approaches which can give the project greater leverage in community involvement, particularly in addressing such cross-cutting issues as human rights, gender equality and leaving no one behind, including people with disabilities.

Recommendation 8: Ensure that project interventions have a clear focus on their ability to build sustainability. This means that support for activities that are generated and led by the Fijian Parliament should be given priority.

Recommendation 9: Ensure all project interventions are assessed against their ability to leave no one behind, including people with disabilities, and there is measurement of the results when implemented.

Recommendation 10: Develop, in conjunction with female MPs and relevant CSOs, initiatives that could increase female representation in parliament and further embed gender mainstreaming in the regular work of parliament (for example, committee inquiries and reviews).

Recommendation 11: Undertake an in-depth and comprehensive gender analysis to ensure a full understanding of the current state of gender equality within and around Parliament, its mandate, and activities, and to identify entry points for assistance.

Recommendation 12: Endeavor to assist the parliament with initiatives that will promote parliamentary accountability and autonomy, such as the implementation of a Code of Conduct for MPs, the passage of a Parliamentary Service Act and the implementation of a Parliamentary Counsel.

Recommendation 13: Implement change management, not as stand-alone initiative, but in conjunction with, and in support of, specific proposals for process, structural or cultural change.

Recommendation 14: In consultation with the Speaker and the Secretary-General, develop a parliamentary reference group for the project consisting of a small, representative group of senior MPs with an interest in the project to provide feedback on proposed activities of the project.

Recommendation 15: As the mid-term evaluation has been completed less than 18 months before the conclusion of Phase 3, it is suggested that the final evaluation of Phase 3 could be a more truncated evaluation assessing how well the lessons for the remainder of the phase and these recommendations have been implemented.

UNDP's Management Response to the MTR laid out proposed actions to each of the recommendations. This response was considered and endorsed by the Project Board at its first meeting of 2025 in February. The key actions endorsed under the Management Response – in response to the MTR – were as follows:

- Revised results framework (adopt that proposed by MTR), and agree 6-month No-Cost Extension
- Focus support on supporting Inquiry processes, including knowledge products and engagement of civil society in planning
- Work with Women MPs and CSOs to establish initiatives to further embed gender mainstreaming
- Support conduct of a gender analysis
- Support parliamentary accountability and autonomy
- Support Open Parliament initiatives including working with CSOs

Across all of these areas, work is ongoing, with early progress promising.

The full Mid-Term Review report, and UNDP Management Response, are publicly available on the UNDP evaluations website, and through this link: <https://erc.undp.org/evaluation/evaluations/detail/15812>.

Part II: Review of Progress to Date

Effectiveness

- 1) **Assess the progress of this Project against the intended outputs and outcomes defined in the Results Framework by annotating the Results Measurement Table with data and explanation of any variance (an example is attached in Appendix A).** *You may find helpful at this stage to also go through your risk register to review/update risks that affect achieving results)*

Per the recommendation under the Mid-Term Review, Project Board has agreed for Results framework to be revised, and will need to be approved by the Project Board once ready for consideration (expected by Mat 2025).

2) Assess the effectiveness of this Project by considering the following:

a) Progress in delivering outputs. Consider (if appropriate) quality, relevance, timeliness of outputs and whether the Project is reaching the intended people.

The project underwent Mid-Term Review (MTR) in 2024, conducted to assess the project's relevance, effectiveness, and implementation arrangements. The evaluation, covering the period from January 2022 to June 2024, provided critical insights for course correction and strategic alignment with parliamentary needs. Key findings highlighted the project's success in strengthening parliamentary transparency, legislative capacity, and civic engagement, while also identifying areas requiring refinement, such as improving monitoring frameworks and enhancing alignment with Fiji's parliamentary priorities. The findings of the MTR were discussed in the 2025 February Project Board meeting, where management responses and key actions were agreed upon to further streamline the project, ensuring greater relevance and effectiveness in its remaining phase. These actions will focus on enhancing institutional support, improving parliamentary engagement mechanisms, and strengthening oversight functions to achieve the project's intended outcomes.

The full Mid-Term Review report, and UNDP Management Response, are publicly available on the UNDP evaluations website. The links are in appendix D.

b) What unintended consequences (positive or negative) might have also resulted? If negative, how are these being addressed?

There has been little evidence of unintended consequences (positive or negative) because of project activity.

c) Assess how achieved outputs are contributing to reaching outcomes

Per the MTR, the project has increased activity from the slow start in 2023 and is on track but faced some ongoing mismatch with the parliament's needs with the objectives, outputs, and activities of the project. While many activities and interventions, particularly around core capacity building, have been successful, significant other planned interventions have not been advanced. The response of the project has been either to not proceed or to seek alternative ways to achieve an outcome. The MTR details the progress towards outcomes across all the project's priorities. The MTR's recommendations – and the UNDP Management Response – detail the project's way forward to ensure that outputs contribute to reaching outcomes.

If relevant for this period of Project reporting, comment on progress against short term outcomes and medium-term outcomes

i) What difference is the Project making, if any?

The MTR assessed the project to be effective in a range of areas, including technical support for committees, support for the Floating Budget Office (FBO), capacity building, MP professional development (induction), civic education and public engagement, inclusive parliaments including women's political participation.

ii) Which aspects are working better, for whom, why?

MPs and parliament staff reported high levels of satisfaction to the MTR evaluator: "The project is valued for its responsiveness and flexibility in catering to the needs of the Parliament of the Republic of Fiji. Activities/interventions generally have been conducted in consultation with the parliament, often being specific requests from the parliament for support. The relevance and importance of the project were confirmed by all parliamentary interviewees. The project also has good coherence with the objectives and support programs offered by key partners such as the Australian, New Zealand and Victorian parliaments. Interviewees from each of these institutions indicated the good alignment between their programs and the FPSP. The project also meshes well with the parliaments in the region that are involved with the Parliament of the Republic of Fiji in South-South cooperation activities. Regional cooperation between parliaments happens in coordination with the PPEI and SLIP projects and there is considerable synergy between these three projects. The flexibility of the project is also important. The ability of the project to respond to newly articulated needs and to fit these within the overall framework of the project means that the project can retain coherence whilst being very responsive." (MTR report pp.8-9).

d) Comment as appropriate on Cross-cutting issues:

- Describe how Gender Equality and Women's Empowerment are being enhanced or protected and demonstrate how the principles outlined in the Gender Analysis guideline are being addressed in this Project

The GEWE work under the project was positively viewed by the MTR, with some remaining challenges noted:

"There have been useful results in relation to cross-cutting issues. These have included:

- gender and SDG mainstreaming, with incorporation into committee processes and the use of developed tools to assist.
- the use of Forums such as the Commonwealth Women Parliamentarians (CWP) group and the Women in Power Forum
- work with the Standing Committee on Justice Law and Human Rights
- outreach and public engagement activities to promote greater inclusion.
- The digitisation of the parliament's work has mainstreamed the parliament's capacity to be accessible to all citizens, including people with disabilities.

However, there is a need for these to be taken further as the structural and cultural barriers are significant. Existing work in gender mainstreaming needs further embedding, particularly in the work of committees, and there needs to be exploration of new initiatives that could increase female representation and involvement in the work of the parliament. The focus envisaged in the project document on the impact of interventions on the leaving no one behind groups needs to be fully realised." (MTR report p.13).

- Describe how Human Rights are being enhanced or protected and demonstrate how the principles outlined in the Human Rights Guideline are being addressed in this Project

The support for and enhancement of enjoyment of rights holders has been primarily addressed through the Project’s work with Committees, such as through the support to the review and passage of the Child Justice Act and the Child Care and Protection Act—on December 5, 2024. These legal reforms represent a significant shift in Fiji’s approach to child welfare and juvenile justice, moving from a corrective model to a rehabilitative and protective framework. The Parliament’s consideration of and debate on these bills was informed by the public consultations that engaged directly with affected communities to gather lived experiences and find a better balance of childrens’ rights when engaged in the justice and child protection systems.

Outline the results or challenges to strengthening gender, climate and disability inclusion through the Project

The MTR noted challenges particularly relating to gender and disability inclusion, while also noting some degree of progress.

Relating to gender, the MTR produced a matrix of interventions:

Intervention	GRES category	Result	Impact
Support for Women in Power Forums	Gender inresponsive	Builds confidence and skills of female MPs. Builds regional networks and mentoring. Can identify an ongoing agenda for change.	While it changes the situation for female MPs, it does not necessarily influence wider structures.
Gender toolkit for committee work	Gender responsive	Valuable tool which supports routine gender analysis as provided in standing orders. However, not applied universally and often superficially.	Does not necessarily have a wider impact as it is not used consistently and is not used to effect change.
Mock Parliament	Gender targeted/responsive	Supports young women who may have an interest in a political career. Can overcome barriers to becoming a political candidate.	Has limited participation and so limited scope for wider impact.
Support for CWP group of MPs	Gender targeted/responsive	Valuable group to use as sounding board for interventions. Potential to lead initiatives in the parliament.	Limited by any formal mandate given to it from the legislature.

In relation to disability inclusion, the project primarily aims to enhance this through the work of committees and the work on more inclusive public engagement, with some progress although the former is yet to be fully realised. However, the digitisation of the records of the Parliament and the provision of online accessibility to many records has been an important development for people with disabilities and other issues of

accessibility. Also, the project has supported a school bus activity in one of the country's special schools.

On Climate change, the project has provided consistent support and integrates climate as one of the most critical policy areas that the institution must deal with. This is supported through professional development to MPs, support for international advocacy on climate action (such as through the PIPG and IPU), and improved support to oversight (such as through the FBO). Climate financing was a key focus of the Fiji Parliament Retreat, supported by partners in the Pacific Islands Forum Secretariat as well as a visiting MP from the Parliament of the Seychelles.

Has there been any change in the Project's relevance during the assessment period? (i.e., from design phase or previous report)

As noted in the MTR:

There is an internal logic and coherence to the design of Phase 3 both in building on what has come before in Phases 1 and 2 and in continuing to strengthen both the parliamentary institution and the capacities of MPs and secretariat staff. Thus, the design of Phase 3 is fundamentally sound and coherent, but, as one interviewee noted, the project 'was designed in different circumstances, both politically and administratively' and its more ambitious agenda is a challenge that is still being worked on.

As further noted by the MTR, the challenges in the early phase of the project include the long tail of the pandemic, limiting some programming options; the period before the 2022 election which limited project activities so as to avoid being seen as 'political'; the subsequent change of government – the first under Fiji's present constitution, and the establishment of a coalition; and the establishment of a parliament portfolio and UNDP's need to recruit new team members.

The project remains relevant as a whole and has a strong contribution to make to the long-term quality and responsiveness of governance in Fiji. However, as noted above, the MTR revised the project scope to be more relevant and responsive to the parliament's priorities. This is reflected primarily in the recommendations and specifically the revised project logic.

Are there any changes in the context that require adjustments to the planned outputs or risk management (e.g., timing, approach, or scope) to ensure they remain relevant and effective? If yes, describe briefly what adjustments have been or will be made.

The MTR assessed the context and revised the scope and project logic, while removing some of the project's original priorities. The risk matrix was also revised, as provided for in Appendix B.

Efficiency

Attach an annotated version of the original workplan and budget which clearly reports actual against planned expenditure and explanation of any variances (see example in Appendix B).

- Where expenditure is less than forecast, provide an updated expenditure forecast which confirms whether savings to date are permanent or temporary and describe the impact on timing of completion of the contract.

Included below.

- Where expenditure is more than forecast, provide details of why, impact on the total cost of the outputs and impact on the contract.

Included below.

Comment on whether this Project is being managed and delivered cost effectively with the least waste of time and effort. *Consider if relevant:*

Per the MTR, "Generally, the project has been conducted efficiently and has benefited from a portfolio approach to project management, the leveraging of partnerships, South-South cooperation and exchanges. However, the lack of progress on some key initiatives has resulted in a less than efficient delivery of funds, the project Board has not been used in a fully effective way and the M&E framework is underdeveloped." (MTR p.62). This is addressed in the MTR recommendations and UNDP management response. It is worth noting that the Project Board has been in a stronger leading role since early 2024.

Sustainability

Is the plan for sustainability of benefits (including transition/exit plan) adequate?

Per the MTR, "The project has delivered sustainable outcomes for MPs and parliamentary staff, building both their long-term capacity and the capacity of the parliamentary institution. The project needs to ensure that all its interventions address their contribution to sustainability and assist in extending the parliament's mandate." MTR p.62).

What is the Project doing to ensure benefits will continue beyond Project funding? (For example, building country capacity and ownership)?

Activities are designed and implemented to support Fiji MPs or staff to increase their skills and knowledge, and thereby continue enhanced effectiveness following the project's conclusion. Work with relevant Committees, the civic education team, the Committee Retreat and other activities all incorporated a focus on supporting staff to better carry out their roles in support of MPs or in providing services directly to the public.

What challenges are faced in addressing sustainability?

The significant staff turnover in the Fiji Parliament (as noted above) is a significant challenge to sustainability. The Parliament is making progress in this regard, including hiring new staff, as well as onboarding new roles (such as the Parliamentary Counsel). The project is investing in development of a number of knowledge products (including relating to Committee inquiries, Speaker's Rulings, Practice & Procedure) which will help to capture institutional memory to assist in making it easier for new staff to access required internal knowledge, practices etc.

Comment on any changes, problems or important features of (a) relationships with key stakeholders, and (b) contributions by partners and sub-contractors.

In late 2024, the Hon Speaker of Parliament Ratu Naiqama Lalabalavu was appointed by the Parliament as the President of the Republic of Fiji. His successor, the Hon Filimone Jitoko, was elected to take the Speaker's Chair on 12 November 2024. UNDP has maintained a close relationship with the Parliamentary administration throughout this period, while also building a strong partnership with the new Hon Speaker.

Part III: Updates to Key Project Management Documents

Project Results Framework

Have the Results Diagram, Measurement Table and Monitoring and Evaluation workplan been reviewed to ensure it remains relevant and appropriate?

Yes, they were reviewed as part of the MTR and adjusted by the Project Board on recommendation of the MTR and UNDP Management Response thereto. They will be reviewed and updated/endorsed at the next Project Board meeting in mid-2025.

Are there any justifiable changes/updates needed due to changes in context/need and lessons learned?

Yes, the changes were made by the Project Board on recommendation of the MTR and UNDP Management Response thereto.

Briefly summarise any proposed changes to the Project Results Framework. Attach an updated version of the Results Framework as proposed.

The Project Results Framework is being revised based on the decisions of the Project Board, above.

Costed workplan

Where relevant, attach a costed workplan for the subsequent period. Describe any implications for, or changes to, the Project's overall costed workplan and/or budget.

Attached as Annex

Risk management matrix

Review the risk management matrix and attach the updated version in the Appendix. Describe any key risks that have emerged during the reporting period and how they have been mitigated.

The risk log has been updated, per recommendations of the MTR

Governance and management arrangements

Describe any necessary changes to the governance and management arrangements between Donors, partners, and contractors.

Not applicable.

Authorisation

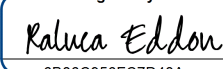
I declare that the information contained in this report is true and correct.

Raluca Eddon

DRR SOI

Full Name (in block capitals)

Title / Position (e.g., CEO)

DocuSigned by:

6B86C956FC7D48A...
Signature

03-Sep-2025
Date

Part IV: Appendices

This report includes the following appendices:

- Appendix A: Financial Report Against the Agreed Workplan and Budget
- Appendix B: Project Output and Activities Framework
- Appendix C: Updated risk management matrix
- Appendix D: Mid-Term Review (MTR) Report, Recommendations and Management Response links

Appendix A: Financial Report Against the Agreed Workplan and Budget (as of 31 March 2025)

Note – the project had overall annual delivery above what was planned, reflecting an effort to accelerate implementation after a relatively slow pace of delivery in 2023.

Output	Planned Expenditure for April 2024 - March 2025	Expenditure April 2024 - March 2025	Variance	Reason for Variance (also see note above)
Output 1. Strengthen Parliament's capacity to be more transparent, accessible and accountable to citizens				
Activity 1.1: Support the development and implementation of an Open Parliament Action Plan	19,250	25,000	(5,570)	This work focuses on opportunities to strengthen civic education and public engagement
Activity 1.2: Build capacity of key actors and pilot interactions between civil society and Parliament to create space for evidence-based inquiries	76,750	100,053	(23,303)	Took up opportunities for Committee consultation on various bills
Activity 1.3: Support the development and implementation of a digital transformation/e-Parliament strategy	3,750	6,627	(2,877)	
Output 1 Sub Total	99,750	131,680	(31,930)	

Output 2: Support development of the Parliament's capacity to effectively legislate and to conduct oversight, and monitor the achievement of national development goals, particularly the social and economic security of women and the most vulnerable				
Activity 2.1: Establish routine monitoring by standing committees of Government action and expenditure including NDP and SDGs commitments and the reports of the Auditor General	43,688	58,789	(15,101)	
Activity 2.2: Build capacity of Parliament and key actors including civil society to engage with Parliament to improve legislation and scrutiny of Government and create space for portfolio-based inquiries	37,750	39,749	(1,999)	
Activity 2.3: Enhance the capacity of women as political actors in oversight of government spending and programmes	17,125	62,629	(45,504)	Women's Practice Parliament and Speaker's Debate as significant opportunities in this space, along with support to women MPs
Activity 2.4: Establish routine evidence-based gender impact analysis on all work by standing committees	70,125	59,830	10,295	As noted in the MTR, a gender assessment will assist in reprioritising this area of work
Output 2 Sub Total	168,688	220,997	(52,309)	

Output 3: Build the skills and knowledge of MPs and capacity of the administration to meet strategic objectives and to plan for and manage change				
Activity 3.1: Support development and approval of Parliament of Fiji Strategic Plan (2022-2026) and associated Business Continuity Plan	15,875	-	15,875	Work on the Strategic plan has not progressed (as discussed in MTR), and will be reprioritised
Activity 3.2: Organize induction of MPs at start of new Term of Parliament	185,000	190,203	(5,203)	
Activity 3.3: Establish a change management process within the Parliament	6,500	9,211	(2,711)	
Output 3 Sub Total	207,375	199,414	(7,961)	
Output 4 - EFFECTIVE TECHNICAL ADVISORY (TA) SERVICES & EVALUATION				
Activity 4.1 - Mid Term Evaluation	35,000	24,976	10,024	MTR completed in 2024 with one evaluator rather than two.
Activity 4.2 - Final Term Evaluation	-	-	-	
Activity 4.3 - Project Technical Advisory and Management Costs	295,555	342,279	(46,724)	Staffing contribution slightly higher this year; total share of portfolio team to be balanced across project lifecycle.
Output 4 Sub Total	330,555	367,255	(36,700)	
Grand Total	806,368	919,347	(112,979)	Overall reflects higher delivery in the year compared with slow project start in 2023

Appendix B: Project Output and Activities Framework

Original			
Outcome	Fiji Parliament actively engages in law making and oversight activities through an open, participative and inclusive process		
Output	1: Strengthen the Parliament's capacity to be more transparent, accessible and accountable to Citizens	2: Increase the Parliament's capacity to effectively legislate and to conduct oversight, and monitor the achievement of national development goals, particularly the social and economic security of women and the most vulnerable	3: Build the skills and knowledge of MPs and capacity of the administration to meet strategic objectives and to plan for and manage change
Activity	1.1: Support the development and implementation of an Open Parliament Action Plan (OPAP)	2.1: Support development of routine monitoring by standing committees of Government action and expenditure including NDP and SDGs commitments and the reports of the Auditor General	3.1: Support development and approval of Parliament of Fiji Strategic Plan (2022-2026) and associated Business Continuity Plan
	1.2: Support capacity building of Parliament and key actors, including civil society, to engage with Parliament to improve legislation and scrutiny of Government and create space for portfolio-based committee inquiries	2.2: Support capacity building of MPs and standing committees to conduct oversight	3.2: Support induction of MPs at start of new term of Parliament
	1.3: Support the development and implementation of a digital transformation & e-parliament strategy	2.3: Support enhancement of capacity of women as political actors in oversight of government spending and programs	3.3: Support the development of a change management process within the Parliament
		2.4: Support development of routine evidence-based gender impact analysis on all work by standing committees	

Revised by Project Board based on MTR recommendation and UNDP Management Response			
Outcome	Fiji Parliament actively engages in law-making and oversight activities through an open, participative, and inclusive process		
Output	1: Strengthen the Parliament's capacity to be more transparent, accessible, and accountable to citizens	2: Increase the capacity of the Parliament and its MPs to effectively legislate and to oversight and inquire into government activities, including monitoring the achievement of national development goals, particularly the social and economic security of women and the most vulnerable	3: Build the capacity of the parliamentary institution and the administration to meet strategic objectives and implement and manage incremental changes to procedures and structures
Activity	1.1: With the support of the Parliament and CSOs, implement initiatives that meet the transparency and participative objectives of an Open Parliament, with an emphasis on the harder-to-reach sections of society	2.1: Support consolidation of routine monitoring by standing committees of Government action and expenditure, including NDP and SDGs commitments and the reports of the Auditor General	3.1: Support the development, finalization, and implementation of the Parliament of Fiji Strategic Plan (2022-2026), and the meshing of the Plan's objectives with the Project's activities
	1.2: Support opportunities for the community and civil society to engage with Parliament, particularly through the work of committees	2.2: Support the Parliament in the induction of MPs at the start of a new term of Parliament and the ongoing professional development of MPs, including the development of appropriate knowledge products	3.2: Support the Parliament to implement measures it initiates that enhance the Parliament's mandate, independence, and accountability, including associated change management to give effect to such measures
	1.3: Support the Parliament to implement measures that enhance both institutional and individual accountability of Parliament and MPs	2.3: Support the capacity of MPs and parliamentary staff of standing committees to conduct wider oversight and inquiry work by committees, including the development of appropriate knowledge products	3.3: Support the Parliament with briefings, advice, and resources in relation to changing parliamentary structures and roles

	1.4: Support the development and implementation of a digital transformation and e-parliament strategy	2.4: Support enhancement of the capacity and role of women as political actors, including having the resources for oversight of government spending and programs	
		2.5: Support the consolidation of routine evidence-based gender impact analysis of the Budget and on all work by standing committees	

Annex C: Updated Risk Matrix

#	Description	Type	Impact & Probability	Countermeasures / Management response	Risk Owner	Progress or Change Noted during Reporting Period
1	Parliament's role in oversight is limited	Political Organizational	Probability - 3 Impact - 3	Project will follow a staged approach and focus in a first stage, on oversight through the SDGs' implementation. Ongoing relationship building will ensure communication of add value in oversight work.	Project Manager	As noted in the report, there has been concerns raised on the effectiveness of Parliamentary Oversight particularly on the continued use of Article 51 to fast track legislation. This will be an area for discussion under the Strategic Plan and further escalated if there is a need to review the provisions and use of Article 51.
32	Change in priority areas for Parliament and other beneficiaries resulting in lack of priority to implement project activities.	Political Organisational Strategic	Probability - 2 Impact - 4	Project to monitor and report on progress to the Project Board, UNDP and donors, and flag possible changes in prioritisation for discussion.	Project Manager	Priority areas to be reviewed as part of Mid Term Evaluation.
3	Procedural limitations in parliament reduces ability of MPs to fulfil their mandate effectively	Political Organizational	Probability - 2 Impact - 4	Engage in dialogue with all parliamentary groups to monitor activities and internal challenges. Build relationships between senior UN/UNDP officials in Fiji and political leaders to support functional and effective parliamentary activities.	Project Manager	MPs actively exploring opportunities to expand their work through parliamentary processes, with UNDP ready to support where relevant. The Committee Workshop in 2024 has provided an opportunity to identify concrete areas for expansion of oversight work.
4	Reduction in ownership and engagement by	Political Strategic	Probability - 2 Impact - 3	Appropriate project management arrangements	Project Manager	Parliament continues to take a strong lead in setting project

	stakeholders and project results in delays or halt to project implementation.			established and maintained to ensure stakeholder understanding of project management tools, including annual work planning processes, corporate procurement practices and timelines. Ensure the project is fully staffed and supporting project teams provide effective and timely services. Active Project Board monitoring and oversight is taking place.	Project manager	priorities, however strategic direction to be assessed through Mid-Term Evaluation.
5	Natural disasters that impact directly on stakeholder priorities and ability to implement and participate in activities under the project.	Environmental	Probability - 2 Impact - 2	Ensure flexible schedule for activity implementation to minimise potential impact on outputs and ensure sequenced and timely implementation of project activities, with adjustments made where necessary.	Project Manager	With the project's support, Fiji Parliament is now conducting business virtually. There is potential to improve Business Continuity Planning to enhance Parliament's resilience in case of disaster.
6	Limited stakeholders' buy-in on change management system, preventing full implementation of the Strategic Plan	Operational	Probability - 3 Impact - 3	Parliamentary leadership will be supported and provided with information and knowledge on effective change management, Timely technical assistance will be provided throughout key milestones and when	Project Manager	This will be a key area for review as part of Mid Term Evaluation.

				required to overcome organizational barriers.		
7	Standing committee ability to engage with women in their deliberations is lower than expected, hampering effective gender impact analysis	Political Operational	Probability – 2 Impact – 4	Project will support standing committees, MPs and Parliament staff to support cultural change required to ensure gender impact analysis is a priority for all work. Technical assistance on implementing gender impact analysis will be provided in a timely manner.	Project Manager	Project is working with CSOs that advocate gender participation and equality and through Outreach Strategy will reach out to new stakeholders.
8	General political context reduces space for strengthening of Parliament's effectiveness before and after 2022 election	Political Operational	Probability – 4 Impact – 2	Project will work with MPs to build new skills and capacity to work more effectively on behalf of citizens. Project will use continue to work through standing committees to build cross-party collaboration.	Project Manager	Election is passed, no longer relevant.

Appendix D: Mid-Term Review links

The Review homepage: <https://erc.undp.org/evaluation/evaluations/detail/15812>

Terms of Reference & Report: <https://erc.undp.org/evaluation/evaluations/detail/15812?tab=documents>

Recommendations: <https://erc.undp.org/evaluation/evaluations/detail/15812?tab=recommendations>

Management Response: <https://erc.undp.org/evaluation/evaluations/detail/15812?tab=management-response>