



PROJECT DOCUMENT

Project Title: Fiji Parliament Support Project - Phase 3

Project Number: 00135555

Implementing Partner: United Nations Development Programme, Parliament of the Republic of Fiji

Start Date: 01/01/2022 **End Date:** 31/12/2025 **PAC Meeting date:**

Brief Description

The Parliament of Fiji was re-established in 2014, after the adoption of a new Constitution in 2013 and elections in September 2014. UNDP has provided institutional support to the Parliament since 2013. Over two previous phases of work, the Fiji Parliamentary Support Project (FPSP) provided technical assistance, capacity development and infrastructure to the Parliament, its staff and MPs, that reflect international good practices for a modern, democratic and effective parliament. This included a particular focus on supporting Fiji’s Parliament to strengthen the effectiveness of law-making, oversight, and representation, including connecting the Parliament to citizens through robust public outreach activities. The third phase of the FPSP deepens this capacity development assistance, in alignment with the priorities expressed by the institution and its leadership, including by strengthening effective legislative processes and the oversight of public policies and spending. Parliament’s Standing Committees will be further supported to expand their legislative and oversight work, building on existing processes and mechanisms. Capacity development will also be offered to consolidate the partnership between Parliament and civil society, in order for the latter to bolster its capacity to contribute to the work of parliamentary committees as an active and constructive partner. The Project will continue to support the institutionalisation of good practices, including modernising Parliament through digital transformation and improved business continuity. A change management process will also be supported within the institution to ensure the Parliament continues its positive trajectory and achieves its strategic objectives. The proposed timeframe for support is four years from January 2022 – December 2025. This allows for seamless support throughout the current and next Parliament terms.

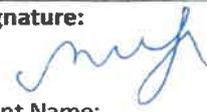
Contributing Outcome (UNPS): Outcome 5: Governance and Community Engagement: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.

Indicative Output(s):

- **Output 1:** Strengthen Parliament’s capacity to be more transparent, accessible, and accountable to citizens
- **Output 2:** Increase Parliament’s capacity to effectively legislate, conduct oversight and monitor achievement of national development goals, particularly the social and economic security of women and the most vulnerable
- **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

Total resources required:	USD 4,614,722.66	
	Australia	TBC
	Japan	TBC
	New Zealand	TBC
	UNDP	TBC
	In-Kind:	
Unfunded:	USD TBC	

Agreed by (signatures):

Parliament of Fiji	Parliament of Fiji	UNDP
Signature:  Print Name: Hon. Ratu Epeli Nailatikau Speaker of Parliament Parliament of Fiji	Signature:  Print Name:	Signature:  Print Name: Mr. Levan Bouadze Resident Representative UNDP Pacific Office in Fiji
Date:	Date: 17 /2/ 2022	Date: 17/2/22

ACRONYMS:

AFPPD: Asian Forum of Parliamentarians on Population and Development
 APPF: Asia Pacific Parliamentarians Forum
 AWP: Annual Work Plan
 CBO: Community-Based Organisation
 CPA: Commonwealth Parliament Association
 CSO: Civil Society Organisation
 CWP: Commonwealth Women Parliamentarians
 DIM: Direct Implementation Modality
 FPSP: Fiji Parliamentary Support Project
 GIA: Gender Impact Analysis
 GMS: General Management Support
 ICT: Information and Communication Technologies
 IPU: Inter-Parliamentary Union
 M&E: Monitoring and evaluation
 NDP: National Development Plan
 OPI: Open Parliament Initiative
 POPP: Programme and Operations Policies and Procedures

PPEI: Pacific Parliamentary Effectiveness Initiative
 PPP: Pacific Parliamentary Partnership
 RP: Responsible Parties
 SDG: Sustainable Development Goals
 SESP: Social and Environmental Screening Procedure
 SLIP: Strengthening Legislatures in Pacific Islands Countries
 SO: Standing Orders
 SP: Strategic Plan
 SRPD: Sub-Regional Programme Document
 SSC/TrC: South-South and Triangular Cooperation
 TAP: Technical Assistance Programme
 ToC: Theory of Change
 ToT: Training of Trainers
 UNPRAC: United Nations Pacific Regional Anti-Corruption Project
 UNPS: United Nations Pacific Strateg

Parliament of Fiji
Signature  Print Name: Jeanette Emberson Secretary General to Parliament
Date: 17/2/22

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I. Development Challenge

The relationship between the state and society in Fiji has been evolving in recent years; like in any country, that relationship also has deep roots in the nation’s political and institutional history. The social and economic development of Fiji and public trust in governance institutions has been impacted during periods where the system of democratic governance has been destabilized (see Figure 1 below). As can be seen in other Melanesian countries, where there is a lack of stable government, there is a direct correlation to limited development¹.

FIGURE 1: WORLDWIDE GOVERNANCE INDICATORS²

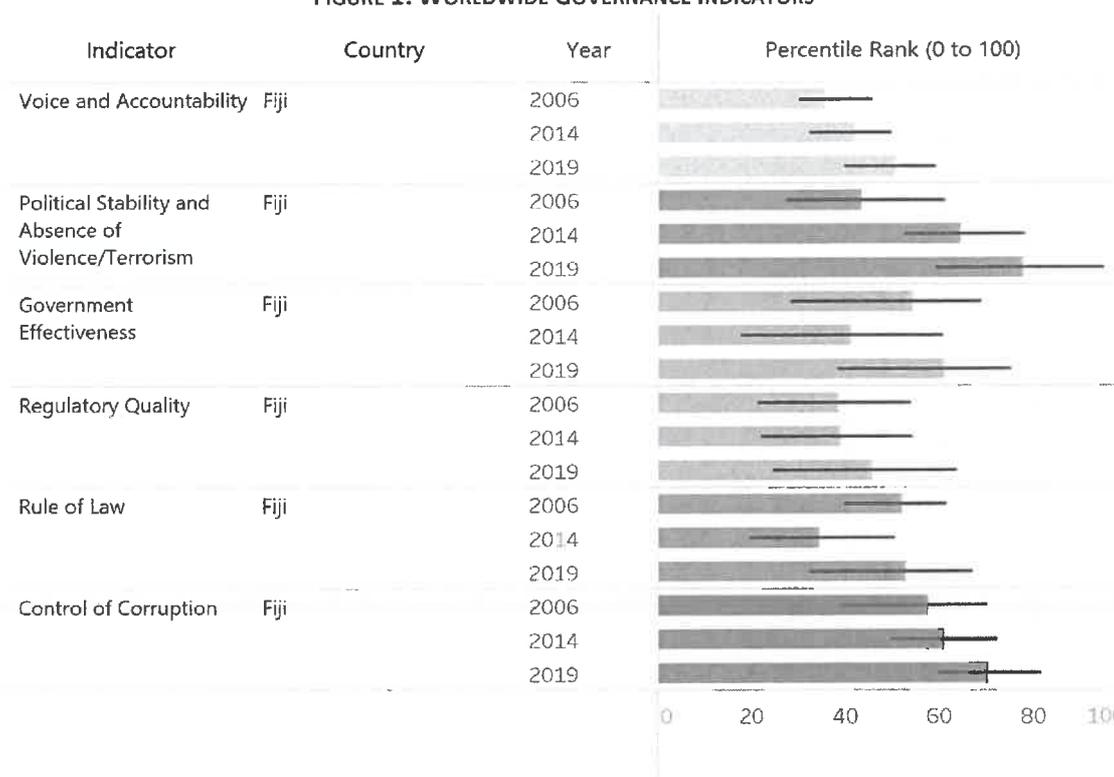


Figure 1 shows that since the establishment of the 2013 *Constitution of Fiji* and the return to parliamentary democracy in 2014, Fiji has made progress in improving public perceptions of governance. Recognising the critical importance of a governance system to the social and economic welfare of the people of Fiji, the key development challenge is ensuring that the still relatively nascent system of governance is supported by capable and effective institutions, including the Parliament, that are robust and resilient enough to successfully confront the ever more complex global, regional and domestic challenges ahead.

¹ <https://www.pacific.undp.org/content/pacific/en/home/presscenter/pressreleases/2016/political-stability-economic-development-for-melanesia.html>

² Data retrieved from <https://databank.worldbank.org/source/worldwide-governance-indicators>

A litany of worldwide challenges for democracy and human rights dominated the world news in 2020-2021³. While democracy has proven to be remarkably resilient⁴, there has been a renewed focus among numerous democratic nations on the need for long-term re-orientation to make democratic institutions stronger and more resilient in the face of global challenges, such as COVID-19, climate change and persistent trends of exclusion, in relation to women, young people and people living with disabilities.

National Development and the impact of COVID-19 and natural disasters

In November 2017, the Fiji Government released the 5-Year and 20-Year National Development Plan (NDP), titled *Transforming Fiji*. The NDP is aligned with global commitments, including the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change.⁵ It is a landmark document, not only in terms of its framework of policies and plans for addressing Fiji's economic and social development, but also as a guiding framework for long-term oversight of national development efforts by the Parliament.

The sustained economic growth of the last eight years underpins the efforts to achieve the goals and targets set out in the NDP and the Sustainable Development Goals (SDG). As the Minister's Foreword to the NDP states:

At no time in our history have Fijians held greater confidence in the direction of our nation or in the future we are working together to build. Our income levels are steadily increasing, we have moved up the ladder to become an upper middle-income country, and our living standards are the highest they have ever been...⁶

However, since early 2020, Fiji has faced the combined challenges of confronting the COVID-19 pandemic and two severe natural disaster events. GDP in 2020 fell by 19%, with positive growth of 7.3% not predicted until 2022 (Asia Development Bank Outlook April 2021). The severe economic contraction also left one-third of the country's workforce without full-time employment. As a recent UN report noted:

Being one of the more remote countries on earth, the pandemic inflicted severe disruptions to the economic and social fabric of the country. With global travel restrictions evaporating tourism, disruptions to international trade and weakening remittances, Fiji is facing some of the most challenging times in history (International Monetary Fund, 2020). Moreover, with the aftermath of multiple tropical cyclones, Fiji is in dire need to put measures in place to safeguard its population from the multidimensional vulnerabilities that the COVID-19 pandemic exposes them to.⁷

In the upcoming years, the COVID-19 crisis is likely to continue to put pressure on the Government of Fiji's capacity to provide the required public services, particularly with delivering the necessary

³ Freedom in the World 2021 Report: Democracy under Siege. Freedom House 2021

⁴ *ibid*

⁵ The NDP notes that since 2014 Fiji's ...'achievements have been driven by the establishment of a modern and inclusive Fijian Constitution, along with an unprecedented programme of administrative reforms across Government; substantial and consistent public investment in infrastructure, public utilities, education, health and social inclusion; and a concerted effort to position Fiji as the hub of economic activity and regional engagement in the Pacific. Fiji has also emerged as a respected advocate on some of the great challenges facing humanity, including climate change, sustainable development and the preservation of our oceans': 5-Year & 20-Year National Development Plan Ministry of Economy, page 3.

⁶ *ibid*

⁷ SOCIO-ECONOMIC IMPACT ASSESSMENT OF COVID-19 IN FIJI. UN July 2020 p. 31

file:///C:/Users/JEAN~1/GIU/AppData/Local/Temp/SEIA%20Fiji%20Consolidated%20Report.pdf

health and social protection outcomes to the poorest and most vulnerable sections of the community. Fiji's economic and social recovery is expected to continue during and after the next election cycle, with the next election due sometime from July 2022 to January 2023.

Crises such as COVID19 and natural disasters place stress on the country's whole system of governance. At a time of necessary emergency restrictions, economic cuts across government, policy tradeoffs, and the revision of economic targets and budget allocations, accountability and transparency of government is even more crucial to ensure citizens' support for difficult policy choices. Public expectations of the Government's capacity to act and allocate an adequate budget to fund its policies are heightened at times of crisis, which in turn intensifies the need for more comprehensive parliamentary oversight to ensure scarce resources are most effectively utilized. This need for such oversight is recognized in the objectives of the Fiji Parliament's Strategic Plan and this Fiji Parliament Support Project.

The challenge of climate change

The negative economic and social impacts of climate change and COVID-19 are now inextricably linked globally, as countries attempt to use their national budgets to address both existential threats simultaneously. This connection is even more relevant for the island nations of the Pacific. As highlighted in a recent Greenpeace report *"The Pacific region, and the Pacific Island communities who depend on it for their livelihoods and culture, are facing some of the most severe climate impacts anywhere on earth"*⁸.

As with the impacts of COVID-19, for PICs with a high economic and employment dependency on tourism *"...climate impacts and related changes in tourism demand may lead to a shrinking tourism sector, with severe implications for sustainable national development and well-being..."*⁹ Furthermore, the projected climate change effects of global warming on the oceans include: a continued decline in reef health and habitat loss and decline in abundance of coastal fish and shellfish; sea level rising continuing beyond 2100; and a consequent increase in saltwater contamination of freshwater lenses; flooding; and coastal erosion¹⁰. Meanwhile a predicted increasing number of extreme weather events potentially threaten the viability of subsistence agriculture and food security for many¹¹. These complex and rapidly evolving issues present complex environmental, economic, and social policy challenges for the Fiji Government, as well as increased oversight and accountability responsibilities for Parliament. In September 2021, the Parliament debated and enacted one of the first Climate Change Acts in the Pacific, demonstrating strong regional leadership in advance of COP26 in Glasgow. The outcomes of COP26 will likely be brought back to the Parliament for discussion and will need to be actioned and overseen in the coming years.

⁸ Greenpeace 2021: "Te Mana o te Moana: THE STATE OF CLIMATE IN THE PACIFIC 2021"

⁹Sustainability 2021, 13, 4223. p.16 <https://doi.org/10.3390/su13084223>

¹⁰ IPCC. (2018) "Global Warming of 1.5 °C. An IPCC Special Report on the Impacts of Global Warming of 1.5 °C above Pre-Industrial Levels and Related Global Greenhouse Gas Emission Pathways"; Intergovernmental Panel on Climate Change: Geneva, Switzerland, 2018.

¹¹ Barnett, J. (2020) "Climate Change and Food Security in the Pacific Islands. In Food Security in Small Island States"; Connell, J., Lowitt, K., Eds.; Springer: Singapore, 2020.

II. Parliamentary support to date

Fiji has seen eight years of relatively stable government, and the work to entrench the necessary practices and habits to build strong and resilient institutions of governance in Fiji is ongoing. This is particularly true of Parliament, which by its nature faces a higher level of political contestation and debate than other institutions. Parliament is at the apex of the governance system, being the only institution mandated by the Constitution and the people to appropriate funds, approve legislation (including the power to amend the Constitution), represent constituent interests and monitor the management of the State by the government¹².

Progress strengthening democratic governance is based around the 2013 Constitution and the principles of the rule of law. It requires for the three branches of government to work together to act as check and balance on each other. However, the very nature of a unicameral Westminster system, across the Commonwealth, places the Executive in a position of strength through its influence over the Parliament and the committee system. In Fiji, the NDP states the following in relation to governance and development:

The fundamentals for democratic and accountable governance set out under the Constitution are important enablers involving a commitment to free and fair elections, ensuring that the law applies equally to all, limiting corruption, allowing active participation in political, economic, and social affairs, ensuring safe and secure communities and protecting the basic freedoms and human rights of all Fijians.

The Government will be fully accountable to the people of Fiji through Parliament, and resources will be allocated to support a robust and effective parliamentary and committee system, ensuring scrutiny of public programmes and policies through open and informed debates on issues of national interest.

Parliamentary development progress since 2013

The role and effectiveness of the Fiji Parliament in undertaking its constitutional role of law-making, representation and oversight of the government is a critical indicator of the overall health and effectiveness of governance in Fiji. Since being officially re-established in 2014 after the September national elections, the Parliament) has been effectively undertaking its core duties¹³, while making some remarkable progress in furthering its institutional development¹⁴. This progress was supported by UNDPs *Fiji Parliamentary Support Project*; FPSP Phase I was implemented from 2013-2018 and FPSP Phase II has been implemented from 2018 up to the end of 2021.

A key element of the successful support work undertaken so far has been the development of the Parliament of the Republic of Fiji Department of Legislature Strategic Plan 2018-2022¹⁵ and the

¹² Drawn from commentary in Global Parliamentary Report 2017 Parliamentary oversight: Parliament's power to hold government to account. IPU/UNDP 2017 Report Summary

¹³ For example, since 2016 Standing Committees have averaged more than 400 meetings per year and in 2019 and 2020 produced 115 Reports and heard from a total of 1,216 witnesses, 411 of whom were women. In the same period Parliament passed 69 Bills and held almost 70 hours of Budget debate and scrutiny.

¹⁴ See Republic of Fiji Department of Legislature Strategic Plan 2018 – 2022.

¹⁵ The Parliament's Strategic Plan establishes the following vision, mission and strategic priorities:

VISION: A Resilient Parliament responsive to the needs of the people and driven by the ideal of a better quality of life for all Fijians.

process of aligning project support to the achievement of the Parliament’s strategic objectives. Parliamentary Committees are now quite active, Committee Chairs convene meeting regularly, committees undertake an impressive and generally bipartisan workload of scrutiny of government departments through their annual reports (which as a result of the Parliament’s efforts are being brought up to date by Government) and a number of key pieces of major legislation¹⁶ have been referred to Committees, which allowed them to inquire, consult and report back to the plenary with proposed amendments.

In 2020 and 2021, the closure of national borders, lockdowns and curfews, social distancing, and the reduction of the Parliament’s budget, further constrained parliamentary project activities in 2020-21, as resources were rapidly and effectively shifted to areas of urgent need such as ICT and digital solutions that ensured that the Parliament was able to maintain its core functions of lawmaking, oversight, representation and engaging with the public. A more detailed analysis of some of the constraining dimensions faced by Parliament can be found in the FPSP-II evaluation report, as well as in the report on self-reflection exercise conducted by Parliament in 2020.

Parliament was able to mitigate to a considerable degree many of the challenges COVID-19 posed, by building on existing progress. Even during the COVID19 pandemic, the FPSP-II continued to build the skills of MPs, support the development of strong and bipartisan committees to do oversight, establish a highly skilled committee secretariat, provide improved budget analysis and strengthen the connection of Parliament and the people through outreach services and committee input from civil society. The FPSP-II also created an ICT environment that has allowed the Parliament to undertake its work effectively during the COVID-19 restrictions. All of the building blocks are in place for a third phase of the FPSP to support the Parliament of Fiji to confront the ongoing development challenges facing the country and the institution.

Fiji Parliamentary Support Project – Phase II – Lessons Learned

Phase II of the Fiji Parliamentary Support Project was implemented from 2018-2021, allowing the project to be aligned with the second term of Parliament since its re-establishment in 2014. Building on the work implemented under Phase I, Phase II focused on the developing the capacity of the Parliament – staff, MPs and standing committees – to conduct evidence-based work that will promote the development of the country. Parliament used the SDGs as an entry point for such work. UNDP’s support helped institutionalise the work of the Standing Committees, with the provision of technical assistance to the Committees to build their capacity to conduct inquiries. Oversight work by the Committees focused on the review of annual reports submitted to Parliament by ministries and agencies.

The provision of IT infrastructure during Phases I and II of the FPSP was also important to building Parliament’s resilience, which was demonstrated when the pandemic was declared in 2020.

MISSION: To provide and sustain Members of Parliament with professional parliamentary support and services to enable efficiency and effectiveness of Parliament’s constitutional functions.

In order for the Department to achieve its outcome strategy, it will focus on five strategic priorities. These priorities will be used to organise activities over the course of the next four years. The five strategic priorities are as follows –

- (i) respect relevance and independence of Parliament;
- (ii) an effective Parliament with exceptionally capable people;
- (iii) sustainable service delivery through operational excellence;
- (iv) ICT to facilitate the services of Parliament; and
- (v) extensive engagement and effective communication

¹⁶ Examples include the Reform of the Sugar Cane Industry Bill, the *Kava Bill*, the *Adoption Bill* and the *Cybercrime Bill*

Having already established the use of virtual witness testimony prior to 2020, the Standing Committees were able to continue their work with only limited disruption.

A number of useful lessons emerged during the implementation of FPSP II:

- A parliamentary support project can play a part in strengthening a young parliamentary institution.
- A multifaceted and holistic approach to parliamentary capacity building, facilitated by an external agency, can be very effective. Building strong relationships of trust between the strengthening project and the beneficiaries is crucial.
- Where there are regional areas with smaller and relatively similar parliamentary systems, there are opportunities for resource and knowledge sharing, benchmarking and exchanges.
- While core capacity building is critical, so is building the engagement, and trust, of the community in Parliament.
- A parliamentary capacity building project should not only engage in core capacity development but should be seeking to promote opportunities for structural and cultural change and reform in the institution.

Parliament's ongoing institutional challenges

Parliament's capacity to fulfil its mandate has tremendously progressed since 2014. However, it is still facing a number of institutional and technical challenges impeding the comprehensive fulfilment of its constitutional duties.

In Fiji, MPs represent the whole country rather than defined constituencies; this creates challenges in terms of the size and geographic spread of a single nation constituency, the high level of expectations by constituents for MPs to provide improved services to their communities (and individually) and resource constraints faced by MPs which limits their capacity to move to where need is and to deal adequately, fairly and sensitively with the complexity of issues faced by multiple ethnicities operating under differing cultural protocols. Further, the already serious practical challenges of distance, travel and communications are compounded in times of civil disruption and emergency whether dealing with the aftermath of major weather events such as the most recent cyclones, or the ongoing restrictions and escalating community needs arising from the COVID-19 pandemic.

An additional challenge facing Parliament relates to the functioning of parliamentary groups and their impact on the work of the Parliament. Parliamentary groups are the parliamentary arm of the political parties that elect MPs to the Parliament of Fiji and are at the intersection of the work of the parties with the work of the Parliament. There is a need to further strengthen parliamentary groups so that they can fulfil this intermediary role.

A self-reflection exercise was conducted in 2020, involving the parliamentary leadership, 35 MPs and the parliamentary administration, which assessed the strengths, challenges and opportunities for institutional development and the priorities for institutional strengthening. The self-reflection exercise found broad support for further parliamentary strengthening to build on and entrench successes achieved so far, while identifying new opportunities to address systemic challenges.

when reflecting on whether the Fiji Parliament was meeting established international benchmarks of parliaments (including institutional independence, procedural fairness, democratic and institutional legitimacy, organizational effectiveness, and core legislative and oversight functions), it was recognised by stakeholders that the Fiji Parliament still has progress to make before it can confidently say that it has achieved its Strategic Objectives¹⁷.

The self-reflection exercise identified a number of opportunities for the further development of the institution, based on international benchmarks on the functioning of democratic parliaments. These opportunities include:

- The public perception of the role and functions of parliament, MPs, and its committees versus the role of the Government could benefit from clarification¹⁸;
- The plenary is often perceived as a place of personal and partisan point scoring; as a result, its role as a forum for debate on national issues based on research and data that addresses public needs can sometimes be overlooked by the public;
- The process of reviewing the Standing Orders is *ad hoc* and limits the capacity of the Parliament to evolve and remain current to public need; and
- The interconnection of parliamentary oversight and public trust of state institutions requires greater public engagement, but also better government uptake of recommendations resulting from that engagement. Complex and controversial public issues could be referred more often to the relevant standing committee for consideration to facilitate consultation with civil society and citizens. The reports from such inquiries would provide policy makers with proposals based on stakeholder feedback prior to tabling legislative solutions that otherwise can sometimes result in negative public reaction.

One of the main recommendations formulated by the Parliament self-reflection exercise was that the third phase of FPSP continues to focus on the strategic change management process that is inherent in meeting institutional strategic goals and providing the knowledge and skills to MPs and staff to successfully undertake this work. As noted by the Honorable Speaker in the forward to the Strategic Plan 2018-2022:

“The Department of Legislature is undergoing a period of significant growth/development and is in a transitional phase. It has a clear vision to be recognised for excellence and innovation by 2022 and has made tremendous progress on the journey towards achieving this... This means having an ethos of continuous improvement...”

Parliamentary committees are often recognized as the key vehicles for in-depth review and investigation of the operations of government and the expenditure of public funds. As noted above, improving and broadening effective oversight by the parliament could further strengthen public trust in the accountability of state institutions while also promoting inclusion of people’s concerns and priorities. The building blocks of active committees supported by skilled staff are in place; their role and functions could be further activated by empowering the committees’ to address:

- Limited legislative oversight due to the use of urgency provisions¹⁹;

¹⁷ Department of Legislature, Strategic Plan 2018-2022

¹⁸ The recent public dispute with regard to the proposed amendments to the *Police Act* show the lack of understanding, even by civil society groups, as to the development of legislation within the executive and parliament.

¹⁹ Standing Order 51

- The general lack of parliamentary scrutiny of subordinate legislation²⁰;
- The absence of committees initiating their own inquiries or the government referring complex or contentious issues to committees for independent inquiry, consultation, and report;
- The mandate that Parliament *must facilitate public participation in the legislative and other processes of Parliament and its committees* according to the Constitution.²¹

During the 2020 Parliament self-reflection exercise, similar opportunities were also identified around MPs' capacities to analyse the budgetary implications of policies without detailed briefings by the Ministry and/or a Budget Office. There was a clear need identified to support the development of the Parliamentary Secretariat to provide comprehensive gender and social impact analysis and budget and economic impact analysis to committees and MPs. Building capacity through access to quality specialized advice and briefings to MPs will also support parliamentary oversight of international relations, treaties and conventions and the defense forces by the Foreign Affairs and Defense Committee. Such support can also support early work on consequential national legislation after the ratification of international treaties and promote the more effective review of their implementation.

Civil society's²² capacity to engage with Parliament to improve oversight and promote the mainstreaming of development issues relevant to their constituency remains a challenge, particularly in terms of women, youth, and other vulnerable groups such as the disabled, LGBTQI+, aged and HIV communities. Parliament, through its Standing Committees, can also gather a fuller, more nuanced picture of development if it receives information from civil society, in addition to that provided by Government. Interpreting and presenting data is an important and much-needed skill that civil society groups can provide to support committees' oversight, including, for example, oversight of NDP goals and SDG implementation²³ and in the review of Auditor General's Reports and recommendations. However, civil society understanding of the oversight interconnection between the Audit Office and Parliament, and particularly the work of the Public Accounts Committee in reviewing audit reports, currently appears to be very limited. This, in turn, affects the ability of civil society to effectively contribute to national debate and take up relevant issues relevant to their stakeholders.

There is also an ongoing challenge for Parliament and the new FPSP to further strengthen the level of public trust in Parliament, which will contribute to greater public accountability. A perception survey of CSOs and Parliament facilitated by UNDP in 2018 indicated that effective CSO interaction with parliamentary oversight activities was limited by a broad range of factors including: knowledge and information constraints (of parliamentary processes and the parliamentary agenda); capacity constraints (for example in resourcing and preparing substantive submissions and presenting impactful argument and information orally at committee hearings); demand constraints relating to

²⁰ See Constitutional requirement at clause 70 and functions of standing committees SO 110. The parliament's legislative capacity is constrained by not effectively overseeing subordinate legislation (regulations). In effect it means that the Parliament if approving a law but not monitoring how the law is implemented and how it impacts on people's lives.

²¹ Constitution clause 72

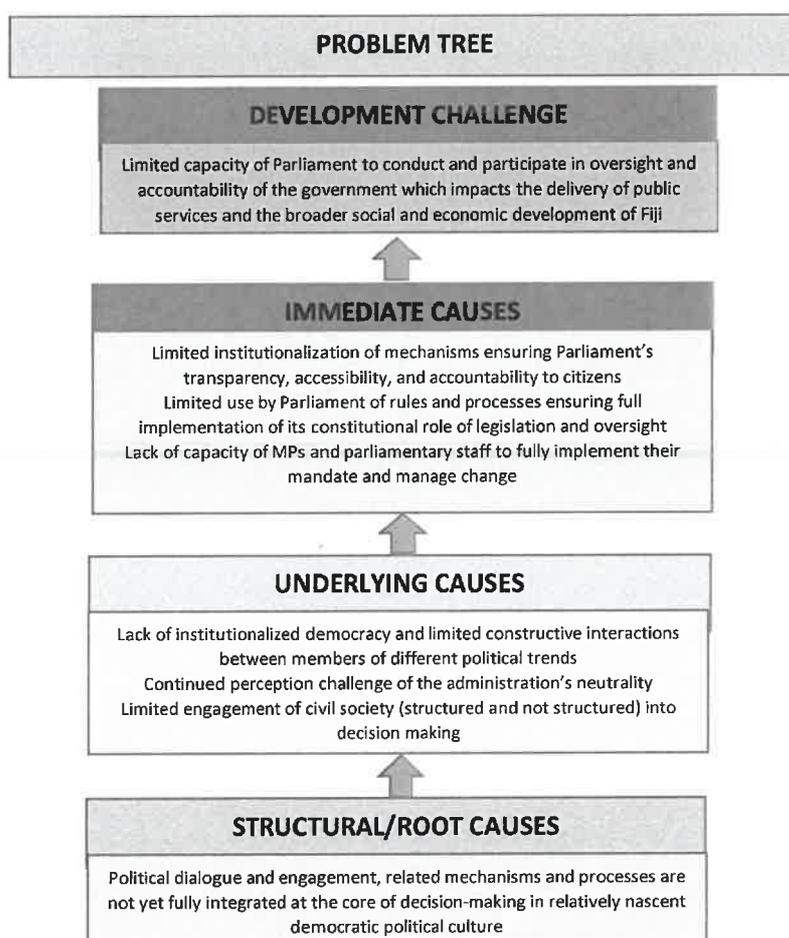
²² For purposes of this document the term "civil society" and CSO refers broadly to non-governmental organizations, including trade unions, faith-based groups; private sector businesses and community-based organizations, as well the more traditional groups that focus on the political system and governance.

²³ Oversight Of The Implementation Of The Sustainable Development Goals: Guidance Note For The Standing Committees Of The Parliament Of The Republic Of Fiji. UNDP, p. 11

trust in the institution and long standing caution regarding the negative impacts of being perceived to directly or indirectly criticize the government.

Achieving the strategic and institutional goals identified above requires a focus on integrated change management, both by MPs and staff. Much has been achieved so far in this regard; however, the focus in previous phases has principally been on building institutional capacity. Addressing the macro institutional and political challenges described above is more complex and will not be achieved without institutionalizing change that is deliberately planned, managed and reinforced to deliver results. This was highlighted during the self-reflection exercise when the parliamentary leadership and MPs noted that the link between MPs capacity building and improvements in the quality of debate and parliamentary practices is not always visible. The recommended that the FPSP should do further work aimed at promoting the proper institutionalization of new methods and practices.²⁴

FIGURE 2: SUMMARY ANALYSIS OF FIJI PARLIAMENT CHALLENGES



²⁴ Self-Reflection Exercise feedback

Challenges to mainstreaming gender into the work of the parliament

The project will conduct in its early stages an in-depth and comprehensive gender analysis to ensure a timely and full understanding of the current state of gender equality within and around Parliament, its mandate and activities, and to identify entry points for assistance. This analysis will then be the basis of the work of the project in this area, including the use of capacity development tools, such as training and mentoring.

The representation of women in the Fiji Parliament grew significantly from 4.3% in 1995, and at the end of 2020, women representation in the Parliament was 21.6%. According to the Inter-Parliamentary Union (IPU), the global average of women MPs (as of December 2020) is 25.4 %, and 19.7 % in the Pacific region.²⁵ While the representation of women in parliaments has increased since 1995, there is more work to be done so that it can more closely represent women in Fijian society (49.353%).²⁶

The Parliament has made strides electing and appointing women in leadership positions – with Fiji’s first women speaker holding the Speaker’s position from 2014 until her passing in late 2018. At the end of 2020, the positions of Deputy Speaker and Secretary General were also held by women.²⁷ The Deputy Chair of the Standing Committee on Economic Affairs is also held by a woman MP. The largest opposition bloc (SODELPA) also has a women member appointed as a Whip, an important parliamentary position. In the last and the current terms of Parliament, the parliamentary leadership encouraged the proportional and equitable distribution of women parliamentarians across all committees, not just those relating to women, children, gender, families, health and education. In terms of women’s participation in the work of parliamentary committees appearing as witnesses, from 2015 – 2020 only 35.31% of total witnesses were women.²⁸ This suggests that further work is required to ensure that public participation in the work of Parliament is gender balanced.

The department of Legislature / Secretariat of the Fiji Parliament has developed a policy aiming at ensuring that parliamentary staff work in an environment free from all forms of discrimination and harassment, including sexual harassment; it could valuably be built upon to develop a broader policy also including parliamentarians. With FPSP support, the parliament has provided gender-sensitive training programmes for members and staff. The project has also supported by building of capacity of parliamentary staff to conduct gender-based analyses of legislation, budgets and policies.

The Fiji Parliament’s Standing Orders require a gender-based analysis to be used by parliamentary committees when scrutinising legislation or undertaking their oversight functions²⁹. With support from FPSP II, a toolkit³⁰ and related trainings were rolled out to build MPs’ and staff capacity to apply the requirements of Standing Order 110(2). However, feedback from MPs and staff indicate

²⁵ Global and regional averages of women in national parliaments | Parline: the IPU’s Open Data Platform

²⁶ Population, female (% of total population) - Fiji | Data (worldbank.org)

²⁷ The Acting Secretary General – Jeanette Emberson, was appointed as Secretary General in September 2021. Currently the position of Deputy Secretary General remains vacant at the time of writing this project document.

²⁸ Refer to Graph 5 titled “Public Participation - Number of Witnesses Appearing Before the Standing Committee” of the 2020 Annual Report of the Fiji Parliament Support Project.

²⁹ Standing Order 110(2) provides that where a committee conducts an activity, the committee shall ensure that full consideration will be given to the principle of gender equality so as to ensure all matters are considered with regard to the impact and benefit on both men and women equally.

³⁰ GENDERTOOLKIT_A5_FINAL.pdf (parliament.gov.fj)

that Committees have ongoing challenges with complying with this requirement. Despite previous efforts to institutionalise gender impact analysis in the work of Standing Committees, there have been cultural, social and political barriers that have limited the effective application of such analysis. There has also been a lack of internal capacity within the Parliamentary Administration to support such work.

In 2019, the FPSP supported the establishment of the Commonwealth Women’s Parliamentary (CWP) Fiji Group,³¹ a dedicated structure aiming at raising the profile of gender equality and women’s empowerment issues within Parliament. The CWP Fiji Group has provided women parliamentarians with tremendous opportunities to meet, discuss policy issues, and importantly, create new bonds of professional interactions and friendship across partisan divides. The CWP Fiji Group is one of the very few initiatives led by Pacific women parliamentarians which is being implemented in a multi-partisan manner and has been praised by numerous observers and international partners alike. The CWP Group has a permanent membership and clear objectives; and it has had considerable success in organising outreach activities and in capacity building on issues related to reproductive health in particular. The CWP Group has been instrumental in interacting with global and regional initiatives targeting women MPs, including those initiated by the Commonwealth Parliamentary Association (CPA) and IPU. The Fiji CWP Group has been actively supported by the New Zealand Parliament currently holding the regional secretariat for the CPA in the Pacific.

The next focus of assistance to the CWP Group could include developing a stronger role for the women MPs to more systematically interact with Standing Committees, particularly on legislation or other committee work that is of interest to the Group, or which has implications on gender equality issues. More complex or controversial topics such as violence against women, including violence against women in politics, may require stronger political support from the parliamentary leadership. This could be easier to channel should the CWP Group be more formally established and have dedicated human and financial resources.

III. Strategy

Relationship to UNDP Strategic Plan and United Nations Pacific Strategy

The new UNDP Global Strategic Plan has just been endorsed for 2022 to 2028. This Project will contribute to the achievement of Result 2.4: “Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement”, Indicator 2.4.1: “Number of countries with parliaments with improved capacities to undertake inclusive, effective, and accountable law-making, oversight and representation”.

The Project falls directly under the *United Nations Pacific Strategy (UNPS) 2018-2022* and responds to Outcome 5: Governance and Community Engagement which commits that “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

³¹ The CWP Fiji Group is cross party coordination group bringing together women members of parliament from government and opposition to work together to raise the profile of gender equality in the parliament

justice.” The Project also corresponds to UNPS Outcome 5 Indicator 5.1: “Number of PICTs in which the proportion of seats held by women in national parliaments has increased”.

Under the *UNDP Sub-Regional Programme Document (SRPD) for the Pacific Island Countries and Territories (2018-2022)*, the Project falls under Outcome 5: “Effective governance for service delivery” and contributes to two SRPD country programme outputs: “Output 5.1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative” and “Output 5.2: Increased transparency and accountability in governance institutions and formal and informal decision-making bodies”.

At the time of writing the project document, the UN Cooperation Framework for the Pacific (10 countries) for the new programme cycle (2022 – 2025) is currently under development. It has already been agreed that parliamentary development will be integrated as a priority under the new framework.

Project Strategy

FPSP III will build on the achievements of the previous FPSP phases in supporting the Parliament to strengthen its institutional capacity and build public trust in the work it undertakes on behalf of the people of Fiji. The Parliament and UNDP have a long and deep relationship built on trust and mutual respect. The important results achieved so far reflect that robust relationship. This will continue to be the basis of support in FPSP III.

Reflecting the priorities of the current Parliament Strategic Plan and the previous phases of the FPSP Project, Phase III of the Project will continue to focus on the institutionalisation of the three core functions of a parliament – law-making, oversight and representation. Parliament has achieved a baseline with regard to all three functions which is beyond the standards set by the Parliament prior to 2007, thus allowing for a new, more robust and active role for the Parliament and its standing committees that has been acknowledged by the public. But if the institution is to maintain (and even grow) these standards of performance, further work is required which FPSP III can support.

The Project will implement four core strategic approaches to achieving results in Phase III:

- (1) **Build on what has come before:** This is the third phase of a sensitive Project which aims to build capacity in one of the most important democratic institutions in the country. Phase 1 aimed to rebuild after the parliamentary hiatus from 2007 to 2013, while Phase II was then used to start implementing more ambitious activities. However, there is still considerably more work to be done. This Project is also built on the recognition that institutional strengthening takes time and is an ongoing process, continually evolving and responding to societal changes, expectations and aspirations. The new project strategy will springboard off the successful institutional capacity building support of FPSP II, which has also positioned the Fiji Parliament as a hub for capacity development for other Pacific parliaments.
- (2) **Systematise achievements to make them more sustainable over the long term:** While elements of the Project will aim to innovate and extend the foundations of work that were laid in Phase II, sufficient progress has been made in other areas to now start focusing on longer-term sustainability by developing guidelines, practice manuals and other knowledge

products which will capture the good practice to date and enable the Parliament to continue similar work in the absence of external support.

- (3) **Partner with the parliamentary leadership to complex institutional issues:** While previous phases made solid inroads across all aspects of Parliament's mandate, if the Fiji Parliament wants to develop itself as the Flagship Parliament in the Pacific, it will want to continue to innovate and develop its own capacities. Committee oversight has started in a range of areas, but the skills of Committee MPs and staff can still be strengthened and partnerships with civil society in this respect would demonstrate cutting edge parliamentary approaches to building public trust.
- (4) **Support Parliament to perform its role as a driver of inclusive and sustainable development:** The Fiji Parliament has made clear commitments to progressing the SDGs, human rights and gender equality. There has already been considerable progress, including through the Standing Orders requirements relating to gender equality analysis and the establishment of the CWP Fiji Group. Nonetheless, much more can be done. The Project will proactively work with MPs and staff to strengthen their capacities to drive inclusive development, including by piling a new gender equality and socio-impact analysis to assess budgets and bills. Work to connect MPs and Committees to civil society will also progress this effort.

UNDP's extensive Global Community of Practice in Parliamentary Strengthening and the experience and lessons learnt from supporting similar programmes across the Pacific will underpin support to the new Project. Active partnerships with key support bodies, such as the Commonwealth Parliamentary Association and key regional Parliaments including the New Zealand Parliament, Victorian State Parliament and the Australia Federal Parliament, will be continued and extended to provide comparative knowledge and experience in addressing common challenges.

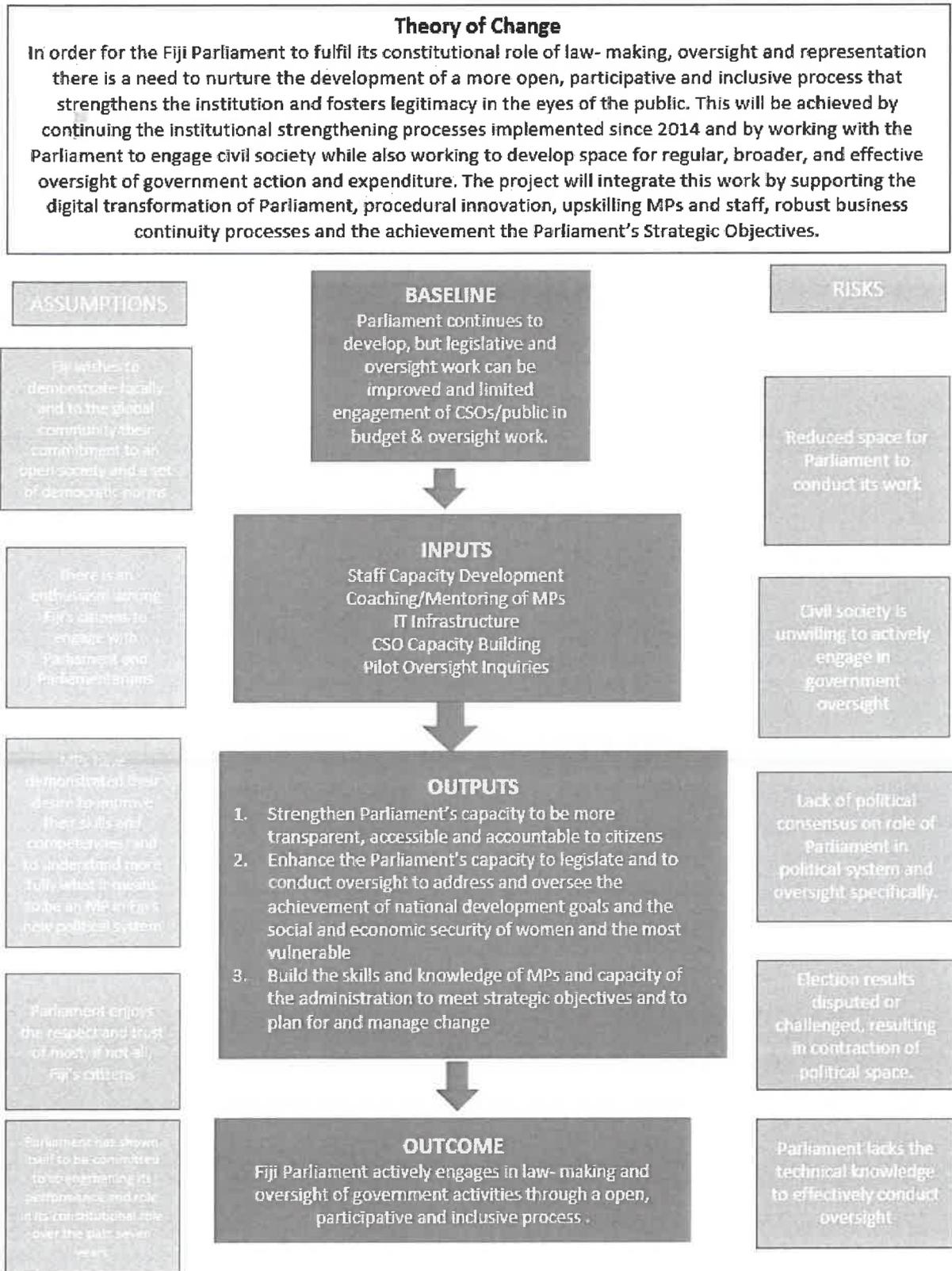
The wide range of knowledge products and assessments undertaken with the Parliament since 2014 provide the essential tools and data for the new project to use for design and baseline purposes. The Implementation of the Sustainable Development Goals Guidance Note for the Standing Committees of the Parliament of the Republic of Fiji published by the Parliament, provides a template for broadening the work of committees and engaging with the public and civil society more effectively.

Theory of Change

The theory of change for the project proposes that in order for the Fiji Parliament to fulfil its constitutional role of law-making, oversight and representation there is a need to nurture the development of a more open, participatory and inclusive set of parliamentary processes that strengthen the institution and fosters its legitimacy in the eyes of the public.

The theory of change posits that in order to achieve the overall goals of the Project, this FPSP III will (1) continue the institutional strengthening processes established in FPSP I & II in order to ensure that the achievements to date are institutionalised and sustainable and (2) extend existing programming and/or innovate in new areas to drive deeper institutional capacity development and (3) connect up different elements of programming with a range of partners in order to reinforce transformative change, in order to create more political space for regular, broader and more effective oversight of government action and expenditure.

FIGURE 3: THEORY OF CHANGE SUMMARY



Using international and regional best practices and benchmarks of effective and democratic parliaments, this theory of change and change pathway integrates multiple approaches that have proven effective in driving change in complex environments. The current FPSP II project applied three parliamentary development approaches which combined to produce outcomes, namely: (1) an institutional strengthening approach, (2) a capacity and professional development approach, and (3) a public outreach approach to address the challenges of a parliament that was still in its early years of operation. While these approaches will continue to be a focus of this project, they will be supplemented by three additional strategies which more explicitly seek to address the current challenges identified by the Fiji Parliament itself

Firstly, the Project will implement an outcome-driven approach which will allow for a greater degree of flexibility in the design and delivery of programming, while ensuring that all activities are still designed and implemented to achieve the same ends. This will require co-ordinated interventions in different parts of the operations of parliament to ensure that the achievement of outcomes stays on track. Through the robust use of continuous monitoring, evaluation and learning (MEL) approaches, the Project will produce analysis that will allow MEL information to be translated into more targeting programming focused on achieving the overarching outcome of the Project.³² A comprehensive MEL framework will be developed in the first six months of the Project, which will include such issues as: (i) the overall MEL approach, purpose, and uses of MEL data; (ii) data collection, analysis and validation processes, including qualitative approaches to complement the quantitative results framework; (iii) how assumptions will be tested.

Secondly, a human rights approach will be overlaid over all programming, which will require the Project team and partners to pay particular attention to the voice of disadvantaged and marginalised people and to design activities to empower both them and the bodies representing their interests to utilise the representation and oversight opportunities available to them. Facilitating a convergence between realistic popular expectations and Parliament's capacity to respond will contribute to strengthening the social contract.

Finally, a behavioral change approach will be implemented, which will focus on capacity strengthening of MPs and staff in ways which fundamentally enable them to change the way they do their work to increase institutional effectiveness.

Combining these approaches will result in the development challenges being addressed through better coordinated project interventions, where multiple different activities reinforce each other to produce more impactful results. For example, expanding the scope of committee enquiries beyond the review of annual reports will be addressed both through the continued capacity building of MPs and staff, while at the same time work will be done to strengthen the capacity of civil society and communities to engage with the parliament and contribute to the work of parliamentary committees. Likewise, ICT developments which will be used to address the ongoing challenges of COVID will also be expanded to provide access to MPs and committees to outlying communities facing the economic and environmental impacts of COVID19 and climate change. Engagement with the Speaker and the House leadership to develop the ongoing review of Standing Orders will also be linked to public expectations for greater accountability of both the plenary and committees as well as the government. Building the capacity of committees to undertake the Constitutional

³² UNDP standard practices allow for some flexibility in project implementation, allowing for adjustments and adaptations to reflect what is learned from routine MEL as the project is implemented.

requirement of reviewing subordinate legislation/regulation will be used as an entry-point for broadening the work of parliamentary committees, as well as providing a further mechanism for engaging with relevant civil society and effected stakeholders and reporting findings back to the Plenary. Building an expert cadre of parliamentary staff who are able to undertake more effective gender analysis, budget analysis and policy analysis will contribute both to strengthening committee effectiveness as well as enabling MPs to more effectively address these issues in the Plenary. Public perceptions of the Parliament and MPs will also be increased, if as the Speaker noted as part of the self-reflection, debate is less about contestation and more about national leadership and ideas.

The ToC summarised in Figure 3 is based on certain assumptions outlined above. These assumptions are drawn from prior experience engaging with the Fiji Parliament and with Pacific parliaments around the region. For example, it is assumed that MPs and the Parliament are committed to building their skills and strengthening the role of Parliament as a constitutionally mandated governance institution. Over the previous two phases of UNDPs work with Parliament and the MPs have shown a strong commitment to the development of their capacity and systems. It is also assumed that citizens will be keen to engage with Parliament in its work, which is also reflected in the level of citizen engagement over the past seven years.

In the development of the project strategy, any potential environmentally adverse impacts that could be caused by this Project were considered. 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 3.

IV. Results & Partnerships

Outcome & Outputs

The Phase III of the FPSP will commence in January 2022, without interruption, seamlessly continuing the current work of the FPSP and ensuring that partners continue to receive high quality support to achieve their goals. The project will again commence at a crucial time of transition, with the current Parliament due to face an election some time between mid July 2022 and early January 2023. Implementing the Project in advance of that transition point will enable the Project to support the Parliamentary Secretariat to prepare for the induction of new MPs following the national election. The Parliament Secretariat will continue to be the main partner within Parliament for the provision of technical advice and support.

The recent self-reflection exercise with key stakeholders, including the parliamentary leadership, committee chairs, MPs and parliament staff focused on identifying the strengths, challenges and opportunities for institutional development and the priorities for institutional strengthening. The outcome, outputs and activities described below have been developed in partnership with those parliamentary partners. The annual reports of the project and the parliament provide baseline data for the changes proposed in this new project.

Outcome: Fiji Parliament actively engages in law- making and oversight activities through an open, participative and inclusive process	
Output 1: Support strengthening of Parliament’s capacity to be more transparent, accessible and accountable to citizens	Activity 1: Support the development and implementation of an Open Parliament Action Plan
	Activity 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 inquiries
	Activity 3: Support the development and implementation of a digital transformation/e-Parliament strategy
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 1: Support the development of routine monitoring by standing committees of Government action and expenditure including NDP and SDGs commitments and the reports of the Auditor General
	Activity 2: Support capacity building of MPs and standing committees to conduct oversight
	Activity 3: Support enhancement of the capacity of women as political actors in oversight of government spending and programmes
	Activity 4: Support development of routine evidence-based gender impact analysis on all work by standing committees
Output 3: Support building the skills and knowledge of MPs and the capacity of the administration to meet strategic objectives and to plan for and manage change	Activity 1: Support development and approval of Parliament of Fiji Strategic Plan (2022-2026) and associated Business Continuity Plan
	Activity 2: Support induction of MPs at start of new Term of Parliament with follow-up capacity building based on the induction needs assessment results
	Activity 3: Establish a change management process within the Parliament

Outcome: Fiji Parliament actively engages in law- making and oversight activities through an open, participative and inclusive process

The next phase of the Project will continue to focus on institutional development, including the capacity development of MPs and staff within the Parliament, but also of potential civil society partners who can work in partnership with Parliament to act as intermediaries between communities and MPs. The Project will continue to support active involvement by citizens and civil society in the work of Parliament in order to address the development challenges identified in the previous sections. The project will also continue strengthening the space for dialogue and

consultation between Parliament and civil society as a means of establishing a more robust approach to oversight and building public trust in Parliament. This will include specific engagement with civil society organisations to enable them to have the capacity to actively and routinely engage the Parliament in all aspects of its work.

Output 1: Support strengthening of Parliament's capacity to be more transparent, accessible and accountable to citizens

The overarching goal of this output is to build a more open Parliament that is actively engaging the citizens of Fiji and civil society representatives in its work. This will build on the work of the previous phases of FPSP where support was provided for establishing an active outreach programme within the Parliament. The previous iterations of the Project also supported routine field visits and public hearings. However, if the Parliament is to institutionalise a culture of openness, at a strategic level the institution must adopt policies, laws and processes that entrench transparency within the core of its work and ensure a more systematic approach to engagement.

Activity 1: Support the Development and Implementation of an Open Parliament Action Plan

Building on the progress already recorded by Parliament in the field of openness and transparency since 2014, the Project will further support the institution's work in this area. The Project will do this in alignment with the practices developed by the Legislative Openness Working Group (LOWG), which has been progressed by numerous parliaments since 2013 as an international initiative to follow up on the *Declaration on Parliamentary Openness (DPO)* signed at the 2012 World e-Parliament conference.³³ The Declaration includes 44 principles aiming at strengthening transparency of parliaments worldwide.

The Fiji Parliament has not yet officially endorsed the DPO declaration, but the Project will engage with the Parliamentary Leadership to encourage their consideration of the DPO, including by organizing meetings and seminars to build MP support for the DPO principles. In any case, there is value in aligning the Parliament's work based on the 44 principles, which reflect good parliamentary practice from around the world. Learning lessons from processes used in other parliaments to review their transparency standards, the Project will work with the Parliamentary Leadership to look at establishing an Open Parliament Working Group, which would include MPs, staff and civil society representatives who could meet regularly to support the development of an action plan that provides a roadmap for how Parliament would meet the DPO principles. Such a Working Group could also review potential legal impediments to implementing the DPO principles within the Parliament. It could also interact with the proposed Digital Transformation/e-Parliament Working Group (see below activity 3) to ensure that the work on building an Open Parliament and the goals of the digital transformation/e-Parliament are effectively coordinated. This work will also have strong links to the current and future strategic plans.

Activity 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

³³ <http://www.openingparliament.org/static/pdfs/english.pdf>

Critical to the institutionalisation of a Parliament that engages and communicates with citizens is to establish space for dialogue between Parliament and civil society. To date there has been some success in developing such space, including through the work of the Standing Committees and their requirement to ensure that all of their work is participatory. The work of the Parliamentary Outreach Unit has also been very impactful. However, there are still indications that the space is not being fully utilised by civil society. As discussed earlier in this document, there is a hesitancy by civil society to engage in oversight work. There are also indications that there is limited capacity within civil society to advocate effectively and to produce evidence-based submissions to the Standing Committees that can usefully inform the work of committees. The project must work through the Parliament to build the capacity of civil society to conduct evidence-based research and analysis that can be fed into the Parliament's oversight work.

FPSP III will continue to work with the Standing Committees, with an additional emphasis on facilitating their collaboration with civil society. The Project will support the capacity development of MPs, committee staff and civil society to promote mutual engagement and to enhance the level of community understanding of Parliament. Capacity development of civil society actors will be organised by the Parliamentary Secretariat by establishing an internationally accredited Training of Trainers (ToT) programme which will create a sustainable approach to future citizen engagement. The ToT programme will train parliamentary staff and also recruit a cadre of appropriately skilled people, with particular focus on women and youth, from communities across the country including outlying islands. Capacity development can focus on effective advocacy skills related to issues of interest for the parliamentary committees. Through pilot projects FPSP can test and try a variety of tools and approaches that have been developed for civil society working with parliaments to see what fits within the context of Fiji. This may result in some success stories and some failures but will ultimately facilitate a broader space for dialogue that will allow for more robust public accountability

The Project will also pilot oversight inquiries that will be designed to ensure opportunities for direct interactions between MPs and civil society, which, in turn, is expected to further institutionalise such space for engagement.

Activity 3: Support the development and implementation of a digital transformation/e-Parliament strategy

UNDP recently conducted an IT assessment of a number of parliaments in the Pacific region, including Fiji. The August 2021 report noted that the Parliament of Fiji has developed a strong baseline of IT infrastructure and systems that have enabled the Parliament to establish a work culture based on the use of IT. The report recommends some further enhancements for which this project will address. These include:

- Parliament systems are required to record and track parliamentary work (e.g. legislative process, plenary and committee activity) and to publish all information on the parliament website in a structured and timely manner.
- As Parliament is starting to host data and information on onsite systems as well as the cloud, a clear set of policies and operational guidance are required as to what data and information can be stored where.
- The Parliamentary Library requires IT upgrades, so it is able to provide services to a hybrid/remote working parliament and its systems need to be accessible over the internet.

The Project will support the development of a digital transformation/e-Parliament strategy. This strategy should be appropriately linked to the Pacific regional parliamentary development digital initiatives. Furthermore, the Project will provide technical assistance to deliver on the strategy and, where feasible, assist with the procurement of necessary hardware and software. Emphasis will be placed on ensuring the potential “digital divide” between men and women within the Parliament is addressed to ensure all staff and MPs have the capacity and access to IT infrastructure in order to have full access to new digital tools.

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

As noted previously, the Parliament of Fiji has had some success in actively engaging in the scrutiny of bills referred to standing committees for review prior to their approval by the Plenary. However, the use of the expedited bill approval process³⁴ continues to limit the oversight role of committees, in terms of recognized benchmarks of effective Parliaments. With regard to oversight, Parliament has had limited influence and appetite to monitor government spending and policy implementation. Previous efforts by FPSP to achieve results with regard to parliamentary oversight have not yet shown the same institutionalisation as the work to support citizen engagement and law-making. This reflects the reality that some parliamentary practices require more time to be enshrined into more sustainable mechanisms and processes. Therefore, renewed efforts and new approaches will be implemented during Phase III to make inroads in enhancing this function of the Parliament.

Output 2 of this Project will focus on supporting the Parliament to further develop routine oversight of Government programming and spending. This will be achieved through the monitoring of the Government’s progress in achieving NDP and SDG commitments, as well as building the upstream capacity of civil society to provide input to such oversight work (see Output 1). This work will also include a focus on supporting women as political actors (i.e. as MPs, civil society actors and citizens) who have the ability to actively engage in the work of the Parliament. It will also make sure that the Standing Order on mandatory gender impact analysis is properly integrated into the work of the committees and more broadly will institutionalize the effective use of the Standing Orders to produce better laws and development outcomes for Fiji.

The Project will support the Parliamentary Leadership to broaden the work of committees and through this work will also deepen the Parliament’s engagement with key stakeholders, including women and vulnerable groups. Increased legislative review, budgetary oversight and investigation by Standing Committees of social, economic, legal, and environmental issues and outcomes that support the NDP and the achievement of SDG’s will provide greater space for civil society and public participation.

Activity 1: Support the development of routine monitoring by standing committees of Government action and expenditure including NDP and SDGs commitments and the reports of the Auditor General

³⁴ Commonly referred to in this document and in many Parliaments as Urgency provisions in the Standing Orders for the consideration of Bills

Having established strong working relationships with the six Standing Committees of the Parliament of Fiji during FPSP Phases 1 and 2, the Project will continue to provide technical advice to committee members and chairpersons with an enhanced focus on oversight. Committees have expressed the intention to expand their review of Annual Reports of Ministries by also scrutinising the Financial Statements included in those annual reports which should align to the Budget Papers. This will allow Standing Committees to monitor the expenditure and results of government expenditure of public funds by each Ministry. This work can be further enhanced through the review of relevant Auditor-General reports and recommendations, as it is already done by the Public Accounts Committee.

Further, using the SDGs as an entry-point for initiating oversight of Government activity, the Project will support Standing Committees to initiate oversight inquiries into specific SDGs and NDP goals and their implementation in Fiji. This will include providing strategic advice to Committees as well as coordination support to ensure that they have the skills and resources to efficiently engage in NDP and SDG monitoring and can run transparent and inclusive public hearings and field visits. Work in this space will also initially prioritise key national issues identified by Fiji within the broad SDGs framework, such as climate change adaptation, gender equality and women's empowerment, and support to people with disabilities. The Project team will provide direct technical advice to the Committees as they conduct their inquiries, but they will also facilitate the provision of on-demand technical expertise from the UNDP Pacific Office cohort of technical specialists, the broader UN Country Team in the Pacific and other development partners.

Activity 2: Support capacity building of MPs and standing committees to conduct oversight

In addition to the work with the Standing Committees on monitoring of NDP and SDG implementation in Fiji, the Project will pilot direct support to one or two Standing Committees on monitoring of budget expenditures and the review of subordinate legislation – two areas where Parliament and its committees have identified potential opportunities. The Project will build capacities in MPs and staff and share knowledge on good practices with regard to this type of oversight. The Project will also connect up work implemented under other Project activities to access civil society inputs as it conducts oversight inquiries and reviews government annual reports and reports of the Auditor-General. The Project will then select one or two Standing Committees to receive more intensive technical advice and support to pilot oversight inquiries, with an inclusive public consultation process resulting in a comprehensive report with achievable recommendations that can be tabled in Parliament and debated.

Activity 3: Support enhancement of the capacity of women as political actors in oversight of government spending and programmes

Parliament's role in oversight can also contribute to ensuring that issues related to gender and the perspectives of women are well-articulated and provided in a timely manner for the Parliament – both MPs and Committees – to consider. This can be supported through the more active participation of Fijian women in decision-making processes, including within Parliament.

To progress this work, in its early stages the project will conduct a comprehensive gender analysis to ensure a timely and full understanding of the current state of gender equality within the Parliament and to identify entry points for assistance. This analysis will then be used as the basis for the work of the project to enhance gender equality, including through the use of capacity development tools, such as training and mentoring.

The project will support CSOs working with women, women MPs and other related actors to not only be active in the oversight work of Parliament, but to advocate for and support the work of committees to engage in oversight of spending and programmes that are particularly impactful on women and girls. By supporting Standing Committees to engage in oversight, the Project will also contribute to creating opportunities for newly empowered women actors to be active and to advocate for the issues of concern to them.

Targeted support will be provided to women MPs, including support for mentoring programmes. Support will also be provided to Commonwealth Women Parliamentarians (CWP) Fiji group to encourage greater cross-party work. Support will continue to be provided members in the area of gender impact analysis of legislation, budget and policy as part of the work of the Parliament's standing committees.

Activity 4: Support development of routine evidence-based gender impact analysis on all work by standing committees

When the Parliament of Fiji adopted its new Standing Orders in 2014, they included Article 110(2), which requires Standing Committees to conduct a gender impact analysis on all its work, including scrutiny of bills and oversight. The Parliament, its staff and committee members have actively worked to fulfil this new mandate, and the previous FPSP phases have supported development of the required tools to conduct such analysis; however, the process requires a longer-term assistance to be enshrined in parliamentary practices.

This phase of the project will have dedicated activities related to institutionalizing standard practices to ensure the routine use of gender impact analysis in its work, including support to Standing Committees to develop plans for targeted engagement of women and CSOs and CBOs working with women (in coordination with Activity 3 above). The Project will also build technical capacity within the Parliament to provide gender impact analysis and awareness raising to promote the added value of such analysis. The Project will facilitate the sharing of experiences and good practices in the area of gender sensitive parliaments amongst the broader cohort of parliamentarians through study tours to other parliaments in the region and internationally. To ensure that the staff have the capacity to support gender-based analysis, support will also be provided to ensure that adequate training, peer-to-peer support and access to up-to-date information, books, computers and online databases to assist with gender-based analysis will also be provided.

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

Given that the FPSP has been working with the Parliament of Fiji since its re-establishment in 2014, it is timely to review how the successes in building institutional capacity can now be leveraged to build a more democratic and robust Parliament that is trusted by the people of Fiji. As noted above, a key challenge to Parliament's development has, to some extent, been the lack of "a culture of change" within parliament, namely the capacity of MPs and staff to perceive challenges as opportunities toward improvement and adapt their ways of working accordingly. The next phase of the project must work with the Parliament's leadership to establish a change management

approach to its work, where the implementation of the Strategic Plan and specific reforms are managed in a manner that is more likely to result in the changes envisioned.

Activity 1: Support development and approval of Parliament of Fiji Strategic Plan (2022-2026) and associated Business Continuity Plan

The current Strategic Plan for the Parliament of Fiji is scheduled to end with the current term of Parliament in mid to late 2022. The project will support the Speaker and Secretary-General of the Parliament to conduct an inclusive and participatory process for developing and approving the new Strategic Plan which will cover the next term of Parliament. It is expected that such a planning process will include routine and robust engagement and inputs from civil society, independent oversight bodies and the government. The Project will also provide support to the Parliamentary Leadership to support the development of supporting operational policies, such as media and communications policies and anti-harassment and anti-discrimination policies.

In tandem with the development of the new Parliament Strategic Plan, the Project will support training by a recognized regional institution targeted as necessary for senior managers, middle managers and staff on issues such as:

- Managing for change;
- Integrating change and project management;
- Building a culture of change;
- Sustaining and monitoring change;
- Implementing a change culture into administrative, planning and reporting processes;
- Achieving MP and other stakeholder support and satisfaction.

Complementary to the Strategic Plan, the project will address the lack of business continuity planning that has been identified as a result of the pandemic and climate change events. The Business Continuity Plan will accumulate and consolidate lessons from previous disasters and apply them to ensure business sustainability in the future. It will be important for the Parliament to share insights and knowledge with other regional parliaments and learn from their experiences and actions.

Activity 2: Support induction of MPs at start of new term of Parliament

With the next election scheduled for 2022, the Project will support the Parliament to design and organise an induction programme and/or series of trainings for newly elected MPs. Such work in the past has included workshops with issue briefings by development partners and senior government officials and it is anticipated such detailed knowledge sharing will occur once again. Specific and targeted induction will be provided to new women MPs to promote cross-party engagement and to address specific capacity gaps.

In addition, the project will support a series of skills-based workshops for new MPs to support their transition to the role of parliamentarian and leader representing national, regional and local issues and addressing the systemic change necessary to achieve the national development and SDG goals. Workshops will focus on understanding and planning for change, through the development of individual MP strategic work plans for the next 4 years. Communication workshops also be offered to enable MPs to integrate a communication plan into their strategic work plans.

Activity 3: Support the development of a change management process within the Parliament

Investing in building understanding and capacity in the process of integrated change management within the institution of Parliament³⁵ will not only impact on the Parliament's capacity to effectively incorporate the Project's support into their own activities, but will also produce more broad ranging impact, in areas such as improved strategic support to the Speaker, the development of improved relations with key stakeholders (such as the Prime Minister's Office, the Attorney General's Office, the Auditor General's Office, line ministries) and more effective engagement civil society. It is expected that in a culture of change, activities such as those outlined in this document will not sit alone and siloed, but will be delivered and supported over time to ensure that the activity can impact across all or several of the Parliament's strategic objectives.

The full involvement and buy-in of the Parliamentary Leadership is essential to the success of this activity; while this buy-in is currently secured, the Project will proactively liaise with the newly elected Speaker following the next election to revisit these key issues. Under this activity, the project has the provision to support a retreat with the Secretary General, and two regional/international transformational Speakers/former Speakers, to discuss key issues for the Fiji Speaker and develop their own plan of action.

The project will continue and deepen engagement with the parliamentary leadership in relation to developing an ongoing review of the Standing Orders and the operation of the Select Committees³⁶, supporting the institution to continue to adapt to any potential development in the country's political and institutional context. Matters such as the Standing Orders review, broadening the scope of Committee inquiries, deepening the interaction of Committees with civil society, and managing parliamentary debate and behavior would be expected to be discussed in detail and specific actions and outcomes agreed upon. A number of draft substantive rulings of the Speaker may also be prepared for presentation at the commencement of the new Parliament.

The project will continue to strongly focus support to MPs to strengthen their capacities for leadership and consensus building, while support to improve public outreach will focus on innovative ways to deepen public understanding of the separation of powers and the role and functions of Parliament and MPs in building a *vibrant* democracy. The successful capacity development of MPs and staff will now allow greater focus on managing change and how to become agents of change both institutionally and personally. Such support will include:

- Building leadership and communication skills in tandem;
- Strengthening the capacity of MPs to analyse and assess public policy issues especially where time is limited and provide a guide on how this can improve debating skills and increase consensus.;
- Developing mentoring relationships to encourage the adoption of new knowledge and skills into MPs own parliamentary practice;
- Strengthening the capacity of MPs to undertake more effective representation of constituents using new and improved information and communication technology and

³⁵ Staff development is addressed in the strategic planning paragraph above.

³⁶ The Fiji Parliament Standing Orders 123 has four select committees responsible for managing the business of parliament: Business Committee, House Committee, Privileges Committee and Standing Orders Committee.

better communication skills. Practical ways of managing the various demands on MPs and best practice ways of addressing concerns of constituents will be developed;

- Assessing innovative methods for public outreach including new programs on the Parliament TV and through social media and link those to the successful work with schools and higher education institutions and curriculum development. Revitalise the Youth Parliament and World Democracy Day.

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.

Human resources will include Project staff, Government counterparts, Constitutional Offices holders, UNDP Country Office staff and networks, consultants and implementing partners. 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.

In addition to project staff, as outlined below under management structure, the project will utilise short-term technical consultants and advisers as required to provide detailed, demand-driven advice and support to the Parliament, its committees, its staff and the MPs. Such support will be defined in the Multi-Year Work Plan of this document and for each consultancy there will be the issuing of a ToR as to the expected outcomes and outputs of the planned work.

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 the global technical expertise available in the area of inclusive and effective democratic governance, which includes successful parliamentary development and strengthening projects globally, regionally and in Fiji particularly. UNDP is a global leader in parliamentary development, currently implementing projects and activities in over 75 countries to strengthen the capacity of Parliaments. In the Pacific, UNDP has worked extensively 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. Working closely with global parliamentary bodies such as the Commonwealth Parliament Association (CPA) and the Inter-Parliamentary Union (IPU), UNDP has an extensive

community of practice to draw on to support the project and ensure that global innovation is at the forefront of project implementation.

While implementing FPSP phases 1 and 2, UNDP through its multilateral and impartial credentials has been building a trusted 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. UNDP also has a long and effective relationship with the Fiji Government and other Constitutional bodies such as the Auditor-General's Office in the implementation of a range of activities and projects that contribute towards effective governance.

As a result of partnership relationships during the current and previous projects UNDP has created very strong working relationships with partners such as 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 Commonwealth Parliament of Australia, the New Zealand House of Representatives and the Parliament of Victoria have been providing ongoing and coordinated capacity building support.

As mentioned above, UNDP has a long history of working with the CPA and the IPU. The CPA each year convenes Parliamentary Staff Development Workshops for parliamentary staff from across the Pacific. The 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) and the role and functioning of Committees. The IPU has also supported the Parliament of Fiji's capacity to address SDGs and gender equality and provided online capacity building support. Members have benefited from attendance at IPU General Assembly meetings as well special conferences and other meetings organised by the IPU.

UNDP has an established relationship with key civil society organisations working in Fiji. This includes the Fiji registered CSO Citizens' Constitutional Forum which acts as the CSO Parliamentary Coordinator in recognition of the crucial role the civil society plays in connecting and involving civil society (including businesses, professional bodies, and special interest groups) with the work of Parliament and Members. It also includes the Pacific Disabilities Forum in engaging them in issues that arise within the work of Parliament that relates to people with disabilities.

UNDP will also closely coordinate with other UN Agencies, Funds and Programmes, including UN Women, the Office of the United Nations High Commissioner for Human Rights, and the United Nations Environment Programme. The project will work closely with ongoing UN 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. Other areas of the UN will be invited to participate in monitoring and evaluation processes.

In the context of activities intended to enhance the capacity, efficiency and accountability of Parliamentary Committees to apply an inclusive and human rights-based approach with commitments to achieving gender equality and empowerment of all women and girls, the project will partner with the Commonwealth Women Parliamentarians (CWP) Fiji Group which is a multi-party group dedicated to promoting common issues for women MP and engaging with relevant CSO and community groups representing women and girls. The project will also engage strongly with organisations and community groups representing the interests of marginalised groups including disability and aged communities, the LGBTQI community and those confronting HIV/AIDS issues.

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 project combines an upstream institutional focus with downstream public engagement to strengthen both the supply and demand sides of the work of Parliament and MPs as leaders and representatives of the people of Fiji who are the key stakeholders and beneficiaries of the project. While Parliament, as the primary institution of democratic governance in Fiji is the chief target, the project's theory of change supports a longer-term and wide-ranging benefit for the entire population. Output 3 provides a strategic approach to institutional change and development including how it can impact on improving the machinery of government, government policy and the expenditure of public funds to meet National Development Plan and the SDG goals for the benefit of the people of Fiji.

As indicated, the key stakeholders and at the same time principal beneficiaries are the Speaker, Members and staff of the Parliament of Fiji, Constitutional Offices, the Government and civil society.

During the formulation of this project, regular meetings were conducted by UNDP, to inform and update the stakeholders of the process. The formulation consultants benefited from the results of the Self Reflection exercise held with MPs and staff in late 2020. The exercise (which drew on toolkits developed by the IPU and the CPA) identified the strengths, weaknesses and needs for the Parliament's continued development as well as the priorities for institutional strengthening that were identified by key stakeholders. The self-reflection process also included specific consideration of how gender equality is incorporated into the work of the Parliament and the results are reflected in the design of this project.

The draft Project Document was developed through numerous interactions with the Speaker, and 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 and staff. Selected development partners considered the document in depth and made considered recommendations and amendments.

The modality of stakeholder engagement will continue during the implementation of the project, with the Project Board providing a more formal process for engagement.

South-South and Triangular Cooperation (SSC/TrC)

Both UNDP's global strategic plan and sub-regional programme document for the Pacific Island Countries and Territories (2018-2022) call for using SSC/TrC to facilitate knowledge exchange on policy reforms and innovations that have been applied in other contexts and to support peer-to-peer learning. Under the sub-regional program UNDP undertakes regional programming to help countries take collective action or seek shared solutions to common challenges through South-South cooperation and knowledge sharing. A peer review of country systems in Samoa was

recognized as an example of how countries in the Pacific could learn through regional peer-to-peer mechanisms and adopt and replicate proven solutions.³⁷

Continuing the excellent experiences under FPSP 1&2, the project will continue to expand its south-south and triangular cooperation with other Parliaments in the Asia-Pacific Region that have similar parliamentary systems or have similar parliamentary development challenges, in order to create a two-way learning process. The twinning arrangement with the Victoria Parliament has resulted in planned and sequenced learning including exchanges and mentoring. As identified in the Partnership sections above, the IPU and CPA through their international programming strongly support SSC/TrC learning.

Sustainability is also achieved through the membership of the Fiji Parliament in a variety of fora including the Asia Pacific Parliamentarians Forum (APPF), Asian Forum of Parliamentarians on Population and Development (AFPPD) and others. The Parliament's Inter-Parliamentary Relations and Protocol Unit also facilitates SSC/TrC by strengthening and maintaining relations with other parliaments and other inter-parliamentary organisations regionally and globally.

Knowledge

A considerable number of knowledge products, including manuals, guidance notes and handbooks for MPs and staff, as well as media products used under the parliament outreach and public engagement component have been developed during FPSP I & II and are in current use. The project will continue to support the production of knowledge products by its primary institutional stakeholders and partners, for use across Outputs including engaging the broader public to increase awareness on the functioning of parliament and the separation of powers. Strategy documents produced by the Parliament and UNDP will serve as knowledge tools to inform key stakeholders and the broader public of institutional goals and priorities. Assessments and public perception surveys will deepen understanding of thematic issues, as well as establish project baselines and support monitoring of progress. Research papers and guidance notes will be produced across the areas of focus in the project. The exact research and policy agenda will remain flexible and responsive, but will be planned annually, under the oversight of the project board.

Knowledge products will also support *duty-bearers* (such as the Standing Committees) by providing practical tools that support the development and strengthening of their oversight mandate and increase the accountability and transparency of Parliament. Key institutional structures supporting knowledge management and exchange will continue to be supported, including the library and research departments of parliament and the Floating Budget Office

Various means of dissemination will be used to increase visibility and to engage stakeholders, including, policy discussions and coordination forums to facilitate increased interaction between duty-bearers and rights-holders. Traditional media, such as radio, TV and print, will be used alongside social media channels in public awareness campaigns on key themes. Press releases about public events will inform and invite local media. 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 other Regional Parliaments and partners.

³⁷ Pacific countries are innovators of peer to peer learning, 3 December 2016, <https://pasifik.news/pacific-countries-innovators-peer-peer-learning/>

The project will also use UNDP global reach to channel learning, case-studies, research papers and innovations generated into global governance practice networks for use by development practitioners in the wider international community. All knowledge products will mention the support provided by UNDP and project donors and be available on on-line, including on the Parliament's web sites.

Sustainability and Scaling Up

The Project prioritises national ownership both at the formal level by supporting and strengthening the Parliament's capacity, as well as with a bottom-up approach of engaging the public and civil society and supporting mechanisms of civic-engagement. To ensure sustainability the design of the project is based on the following:

- Project interventions have been developed after **extensive consultations** with primary institutional beneficiaries, building on UNDP's existing project partnerships.
- Project priorities directly support the **targets and goals of the Parliament's strategic plan**. The change management Output is specifically designed to ensure project sustainability, scaling up of results and strengthening institution capacity and resilience.
- Primary institutional stakeholders will drive the implementation of core project priorities using in most cases existing staff and **results will be delivered through existing institutional structures in the Parliament and partner agencies**.
- While the project will utilise South-South cooperation to share development experience, it will **not promote the practice of importing ready-made "best practices"** or solutions. National stakeholders will be supported to research case-studies and country practices, and to examine and present different options. The final decisions on the best fit for the Fiji Parliament will lie with the Parliament.

The project activities related to capacity building for MPs and staff are expected to also enhance the capabilities the Parliament particularly 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 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 Offices outside the capital using the improved ICT capacity of Parliament developed to address the impact of the current pandemic. After a successful review of the pilot, the Parliament can decide to expand the idea of Satellite Offices to other locations in Fiji.

V. 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 Pacific strategy (UNPS) Annual Review,

and by the regular meetings of 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 several initiatives and projects in Fiji and across the Pacific.

Applying this approach, the project will look to ensure synergies with the other projects working with the Parliament of Fiji, including PPEI and SLIP (Pacific Parliamentary Effectiveness Initiative / Strengthening Legislatures in Pacific Islands Countries). Opportunities for collaboration will be explored with other projects operating within the political governance system of Fiji, including those working in support of elections, women's political empowerment, public finance management, CSO capacity development and political party assistance.

The project is also designed to deliver maximum project results with the available resources by ensuring the design is based on good practices and learned lessons, 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. UNDP works across the Pacific region on diverse projects, retaining a country presence, and therefore has a footprint, across the Pacific to draw on.

Additionally, UNDP provides operations support for other UN agencies, and operates a regional Joint-Operations Centre in Suva, ensuring full administrative, logistical, procurement, and programming support to UNDP and many other UN agencies operating in the Pacific region. UNDP offers value for money through cooperation and cost-sharing with other UNDP projects and UN agencies, for example cost-sharing of staff, overhead, expenses, and implementation of activities. This not only decreases project implementation costs, but also amplifies the reach and effects of project activities. This approach has already been proven in the UNDP Pacific Office in Fiji. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

Through successful project delivery in Fiji and across the Pacific Parliaments, UNDP has established a solid reputation for being able to establish and effectively deliver large projects in challenging, complex, and politically sensitive environments. UNDP develops and implements 'signature solutions', programming developed based on global evidence for effective democratic governance programming, tailored appropriately to the context.

FPSP III is such a project, with the inevitable political, social, and indeed, environmental complexities, the need for responsive and flexible project management will be critical. This capacity was well illustrated by the FPSP team with the onset of the Covid-19 pandemic, and the resulting imposition of travel restrictions and safety measures which severely impeded the ability of the parliament to perform its normal functions, and prevented the FPSP team from providing its usual support to the Parliament. The project rapidly pivoted to support the Parliament's capacity to respond to the crisis, adapting quickly with the provision of relevant technical support including ICT solutions, which helped the parliament to stay operational and relevant during the crisis.

Notwithstanding the appropriately rigorous management, reporting and accountability provisions outlined in this section, it will be essential that an effective procedure is established and maintained

between the project management and the Project Board to enable similar levels of flexibility and responsiveness throughout the project's operations.

The Project Board will oversight the project, and all reports will be produced on time to ensure the smooth flow of communications between project partners. The project will contain an effective monitoring and evaluation framework aligned to donor requirements (see page 17) and following the mid-term evaluation, the results will be shared with project partners to allow for the incorporation of alterations to project activities where required.

Project Management

Based on discussions with the Fijian Parliament, the Project is expected to be delivered through a Direct Implementation Modality (DIM). Under DIM, UNDP will bear full responsibility and accountability to manage the project, achieve project outputs and ensure the efficient use of funds. UNDP will be accountable to the funding partners for the disbursement of funds and the achievement of the project objective and outcomes, according to the approved work plan. UNDP will be responsible for the following functions: (i) coordinating activities to ensure the delivery of agreed outcomes; (ii) certifying expenditures in line with approved budgets and work-plans; (iii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; (iv) approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and (vi) reporting to the Project Board on project delivery and impact.

The project is expected to be implemented by the UNDP Effective Governance Team as part of its Parliamentary Development Portfolio.

The FPSP Phase III, will comprise of the following team members:

- Project Manager, P4/IPSAS
- Deputy Project Manager, NPSA (NB4, Max)
- Monitoring and Evaluation Officer, NPSA (NB4, Mid)
- Communication Officer, NPSA, (NB4, Mid)
- Administrative Officer, NPSA, (NB3, Mid)

The Project Manager will be reporting to the Parliamentary Development Specialist (P4) leading the Parliamentary Development Portfolio. In addition, the project will benefit from the quality assurance and strategic guidance input by the Effective Governance Unit Team Leader and Deputy Team leader.

UNDP's Effective Governance Team Leader will take overall responsibility for achieving results of the project. Under her/his supervision, the day-to-day management of the Project will be delegated to a Project Manager and the Team.

The Project Manager will be supported by technical experts with the expertise required for the various project activities, who will be recruited on a needs basis by UNDP as consultants. 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.

UNDP, as an IP, may enter into agreement with other entities, or Responsible Parties (RP) to deliver project outputs. For example, the Inter Parliamentary Union (IPU) has a global partnership agreement with UNDP which, following agreement, could be utilised for the delivery of a number of activities. UNDP will ensure technical and financial monitoring of all activities undertaken by RP and state institutions are in line with the signed agreements.

The project has included into the multiyear workplan costs related to functions and activities describes as delivery enabling services. These include costs related to project assurance and project support functions, centralized costs related to procurement, human resources and finance. These costs are reflected under the activity named “Effective technical advisory services and project management support (including DPC)”.

VI. Results Framework

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <p>2.1 UN Pacific Strategy Outcome 5: Governance and Community Engagement - 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</p> <p>UNDP Strategic Plan (2018 – 2021) Outcome 2: Accelerate structural transformations for sustainable development.</p> <p>UNDP Strategic plan Signature Solution 2: Strengthen effective, inclusive and accountable governance.</p> <p>UNDP SRPD Outcome 5: Effective governance for service delivery</p> <p>UNDP SRPD Output 5.1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative.</p> <p>UNDP SRPD Output 5.2: Increased transparency and accountability in governance institutions and formal and informal decision-making bodies.</p> <p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <p>Number of PICTs in which the proportion of seats held by women in national parliaments has increased (SDG 5.5.1)</p> <p>Baseline: 0</p> <p>Target: 14 (Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu)</p> <p>Source: Electoral Commission Reports</p>
<p>Applicable Output from the UNDP Strategic Plan 2018 - 2021:</p> <p>2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability</p>
<p>Applicable Sustainable Development Goals</p> <p>SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>

Target 16.6: Develop effective, accountable and transparent institutions at all levels)

SDG 5: Achieve gender equality and empower all women and girls (Target 5c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.)

Target 5.5: Ensure full participation in leadership and decisions making

Project title and Atlas Project Number: Fiji Parliamentary Support Project III

EXPECTED OUTCOME	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS	
			Value	Year	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		FINAL
PROJECT OUTCOME: Fiji Parliament actively engages in law-making and oversight of government activities through an open, participative and inclusive process	1. <i>Number of recommendations from Open Parliament Action Plan implemented by the Parliament to promote a culture of openness</i>	Parliament Reports; CSO Reports; Media Reports	No previous data	-	0	1	3	5	10	10	Public Opinion Surveys; Project M&E; Project Evaluation;
	2. <i>Number of recommendations made and responded to by the Government as a result of Parliament oversight initiatives</i>	Media Reports; Committee Reports; Auditor-General Reports	No previous data	-	10 initiatives from MPs/year	15 initiatives/year	20 initiatives/year	25 initiatives/year	30 initiatives/year	30 initiatives/year	
	3. <i>Percentage of Fijians, disaggregated by gender, who perceive the Parliament</i>		Baseline TBD	-	-	-	-	-	-	-	

EXPECTED OUTPUTS	INDICATORS	PUBLIC OPINION SURVEY	BASELINE	TARGETS (by frequency of data collection)						DATA COLLECTION METHODS		
				Value	Year	Yr 1	Yr 2	Yr 3	Yr 4		Yr 5	FINAL
Output 1: Strengthen Parliament's capacity to be more transparent, accessible and accountable to citizens GEN 2	1.1: Open Parliament Action Plan Approved & Implemented	OP Action Plan; Parliament Reports	No Action Plan Currently	-	Action Plan Developed	Action Plan Approved	AP 20% implemented	AP 33% implemented	AP 50% implemented	AP 50% implemented	Project M&E; Project Evaluation; Quarterly & Annual Reporting	
	1.2 Number of substantive, evidence-based inputs and submissions received by Standing Committees from civil society	Training Reports; CSO Reports; Committee reports	No CSO projects	-	0	2	5	10	15	15	Grant Evaluations; Project M&E; Project Evaluation; Quarterly & Annual Reporting	
	1.3.1 Number of Bills tracked online and visible to the public as they proceed through Parliament	Parliament Reports; Media Reports	No Bills Currently Tracked	-	2 Bills	5 Bills	10 Bills	All Bills	All Bills	All Bills	Parliament Reports; Project Evaluation;	

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 GEN 2	2.1: Number of standing committee SDG monitoring inquiries conducted	0	SDG Monitoring Inquiries	2020	1	inquiry in total	4	inquiries in total	10	inquiries in total	18	inquiries in total	30	inquiries in total	30	inquiries in total	Quarterly Annual Reporting &	
		Committee Reports; Media Reports; CSO reports																Project M&E; Project Evaluation; Quarterly Annual Reporting
		2.2 Number of Oversight Inquiries held by Standing Committees	0		2020	-		1	Report /year	1	Report/y ear	1	Report/y ear	1	Report/ year	1	Report/ year	Parliament Reporting; Project M&E; Project Evaluation
		2.3: Number of citizens and CSOs who actively engage with Standing Committees (diasggregated by gender)	34%		2020	+5%		+8%		+10%		+12%		+16%		+16%		
	2.4: Number of recommendations by all standing committees based on gender impact analysis	TBD		-	2/year		4/year		10/year		15/year		20/year		20/year			Parliament Reporting; Project M&E; Project Evaluation

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 GEN 2	3.1: Parliament approves and implements a new Strategic Plan	Parliament Reports; Strategic Plan	2018-22 Strategic Plan	2018	SP developed	SP approved	15% of SP implemented	30% of SP implemented	50% of SP implemented	50% of SP implemented	Parliament Reporting; Project M&E; Project Evaluation
	3.2: Percentage of MPs, disaggregated by gender, who participate in mentoring programme and produce plan for professional development	Parliament Reports; MP Survey; Mentor Reports	No previous data	-	0%	10%	20%	30%	40%	40%	MP Survey; Project M&E; Project Evaluations

VII. MONITORING & 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)
Track results progress	Progress data against the results indicators in the RRF 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
Monitor and Manage Risk	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
Learn	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
Annual Project Quality Assurance	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.	Project Board	Identified in Multi-Year Work Plan
Review and Make Course Corrections	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
Project Report	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	Annually, and at the end of the	The project board, based on the findings of the report, will provide strategic	UNDP Project and Report to Project Board	Identified in Multi-Year Work Plan

	annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	project (final report)	direction to the Project Management Team and project Manager to ensure the project continues to meet its outputs and outcomes.	UNDP Project and Project Board	Identified in Multi-Year Work Plan
Project Review (Project Board)	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.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSP Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation (optional)	UNDP	SP 5	Outcome 5: 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	December 2023	Parliament; Parliamentary Staff; MPs; Parliamentary Party Groups; National Government; CSOs	30,000
Final Evaluation	UNDP	SP 5	Outcome 5: 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and	December 2025	Parliament; Parliamentary Staff; MPs; Parliamentary Party Groups;	30,000

			transparent decision-making processes; accountable and responsive institutions; and improved access to justice		National Government; CSOs	
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VIII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1 (USD)	Y2 (USD)	Y3 (USD)	Y4 (USD)		Budget Description	Amount (USD)
Output 1: Strengthen Parliament's capacity to be more transparent, accessible and accountable to citizens <i>Gender marker: 2</i>	Activity 1.1: Support the development and implementation of an Open Parliament Action Plan							
	1.1.1 Share knowledge & conduct training on Open Parliament and its principles	10,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Workshops; Technical Assistance; Knowledge Products; Printing & Publications	70,000.00
	1.1.2 Study Visit to observe Open Parliament example	0.00	30,000.00	30,000.00	0.00	UNDP Fiji Parliament	Travel DSA	60,000.00
	1.1.3 Establish working group to draft Open Parliament Action Plan	15,000.00	15,000.00	0.00	0.00	UNDP Fiji Parliament	Technical Assistance; Workshops	30,000.00
	1.1.4 Review Standing Orders for compliance with OP Action Plan including through a gender lens	10,000.00	15,000.00	0.00	0.00	UNDP Fiji Parliament	Technical Advice; Workshops	25,000.00
	1.1.5 Develop an Open Parliament communication & media strategy which will consider innovative programming on the parliamentary website, radio, television, and social media	10,000.00	30,000.00	30,000.00	30,000.00	UNDP Fiji Parliament	Technical Assistance; Contracting services; Printing & Publications; Travel DSA	100,000.00

1.1.6 Implement OP action plan	10,000.00	20,000.00	20,000.00	20,000.00	0.00	UNDP Fiji Parliament	Workshops; Technical Assistance; Knowledge Products; Printing & Publications	50,000.00
Effective technical advisory services and project management support (including DPC)	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	UNDP	Staff costs (local & international) Common Services costs DPC Quality Assurance	188,654.59
Activity 1.2: Build capacity of key actors and pilot interactions between civil society and Parliament to create space for evidence-based inquiries								
1.2.1 Develop and implement an internationally accredited ToT capacity building programme for Parliament engagement staff and civil society actors	15,000.00	15,000.00	0.00	0.00	0.00	UNDP Fiji Parliament	Training Workshops Technical Advice Travel DSA Printing & Publications	30,000.00
1.2.2 Identify and train selected ToT instructors, particularly qualified women and youth	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	UNDP Fiji Parliament	Public Hearings Field Visits Technical Advice	40,000.00
1.2.3 Identify CSOs and CBOs who are candidates for ToT training	0.00	0.00	0.00	0.00	0.00	UNDP Fiji Parliament	Workshops Technical Advice	0.00
1.2.4 Conduct ToT training of CSOs & +-CBOs	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Technical Advice Travel DSA Printing & Publishing	70,000.00

									Workshops Training	
1.2.5 Provide technical advice to standing committees on conducting oversight inquiries	20,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	UNDP Fiji Parliament	110,000.00	Workshops Technical Advice	
1.2.6 Conduct pilot oversight inquiries by standing committees, with inputs from civil society	0.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	UNDP Fiji Parliament	90,000.00	Public Hearings Field Visits Technical Advice	
Effective technical advisory services and project management support (including DPC)	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	UNDP	188,654.59	Staff costs (local & international) Common Services costs DPC Quality Assurance	
Activity 1.3: Support the development and implementation of a digital transformation/e-Parliament strategy										
1.3.1 Procure IT equipment to enhance digital capacity of Parliament	0.00	40,000.00	40,000.00	40,000.00	0.00	0.00	UNDP Fiji Parliament	80,000.00	Technical Advice Infrastructure Procurement	
1.3.2 Develop policies and internal systems to enhance digital capacity of the Parliament	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00	U UNDP Fiji Parliament	30,000.00	Technical Advice	
1.3.3 Build capacity of Parliament staff, with a particular emphasis on women staff, to deliver and maintain digital improvements	10,000.00	20,000.00	20,000.00	20,000.00	25,000.00	25,000.00	UNDP Fiji Parliament	75,000.00	Technical Advice Training Workshops	
Effective technical advisory services and project management support (including DPC)	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	UNDP	188,654.59	Staff costs (local & international) Common Services costs, DPC, Quality Assurance	

(including Auditor General reports) and review of subordinate legislation									Knowledge Products; Printing & Publication	
2.2.2 Pilot standing committee oversight inquiries on budget implementation and subordinate legislation	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Workshops; Field Visits; Travel; DSA; Technical Advice	70,000.00
2.2.3 Support public consultations and input from civil society	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Workshops; Travel; DSA Printing and publication	70,000.00
2.2.4 MP's and standing committees capacity to conduct oversight strengthened by digital transformation (see above 1.3)	0.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Technical Advice	60,000.00
2.2.5 Technical advice, support and training to Committees	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Workshops; Field Visits; Travel; DSA; Technical Advice Workshops; Travel; DSA Printing and publication	70,000.00

Effective technical advisory services and project management support (including DPC)	35,372.74	35,372.74	35,372.74	35,372.74	35,372.74	35,372.74	UNDP	Staff costs (local & international) Common Services costs DPC Quality Assurance	141,490.95
Activity 2.3: Enhance the capacity of women as political actors in oversight of government spending and programmes									
2.3.1 Capacity building and training of CSOs and CBOs working with women and women MPs	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament CSOs	Workshops; Knowledge Products; Technical Advice; Printing & Publications	70,000.00
2.3.2 Mentoring programme for newly-elected women MPs including the work of the Commonwealth Women Parliamentarians (CWP) Fiji Group	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Technical Advice; Workshops; DSA	70,000.00
2.3.3 Technical advice and facilitation to committees & civil society on broader engagement and partnerships	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament CSOs	Workshops; Technical Advice	70,000.00
Effective technical advisory services and project management support (including DPC)	35,372.74	35,372.74	35,372.74	35,372.74	35,372.74	35,372.74	UNDP	Staff costs (local & international) Common Services costs DPC Quality Assurance	141,490.95
Activity 2.4: Establish routine evidence-based gender impact analysis on all work by standing committees									
2.4.1 Knowledge sharing, capacity building and training on GIA for MPs & staff	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Workshops; Knowledge Products; Technical Advice; Printing & Publications Travel;	70,000.00

	2.4.2 Study visit to another jurisdiction that uses GIA by standing committees	0.00	25,000.00	0.00	25,000.00	0.00	UNDP Fiji Parliament	DSA	50,000.00
	2.4.3 Pilot GIA with one standing committee	5,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Technical Advice; Workshops; Hearings; Travel; DSA	65,000.00
	2.4.4 Establish working group to develop roadmap and reforms for GIA routine application by standing committees	5,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Technical Advice; Workshops;	65,000.00
	Effective technical advisory services and project management support (including DPC)	35,372.74	35,372.74	35,372.74	35,372.74	35,372.74	UNDP	Staff costs (local & international) Common Services costs DPC Quality Assurance	141,490.95
	Sub-Total for Output 2	261,490.95	441,490.95	416,490.95	441,490.95	416,490.95			1,560,963.78
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 <i>Gender marker: 2</i>	Activity 3.1: Support development and approval of Parliament of Fiji Strategic Plan (2022-2026) and associated Business Continuity Plan								
	3.1.1 Establish working group to collect data and draft Strategic Plan and monitoring and evaluation system	15,000.00	15,000.00	0.00	0.00	0.00	UNDP Fiji Parliament	Workshops; DSA; Travel; Technical Advice; Printing & Publications Workshops;	30,000.00
	3.1.2 Conduct stakeholder consultations on Strategic Plan	5,000.00	0.00	5,000.00	0.00	0.00	UNDP Fiji Parliament	DSA; Travel; Technical Advice; Printing & Publications	10,000.00

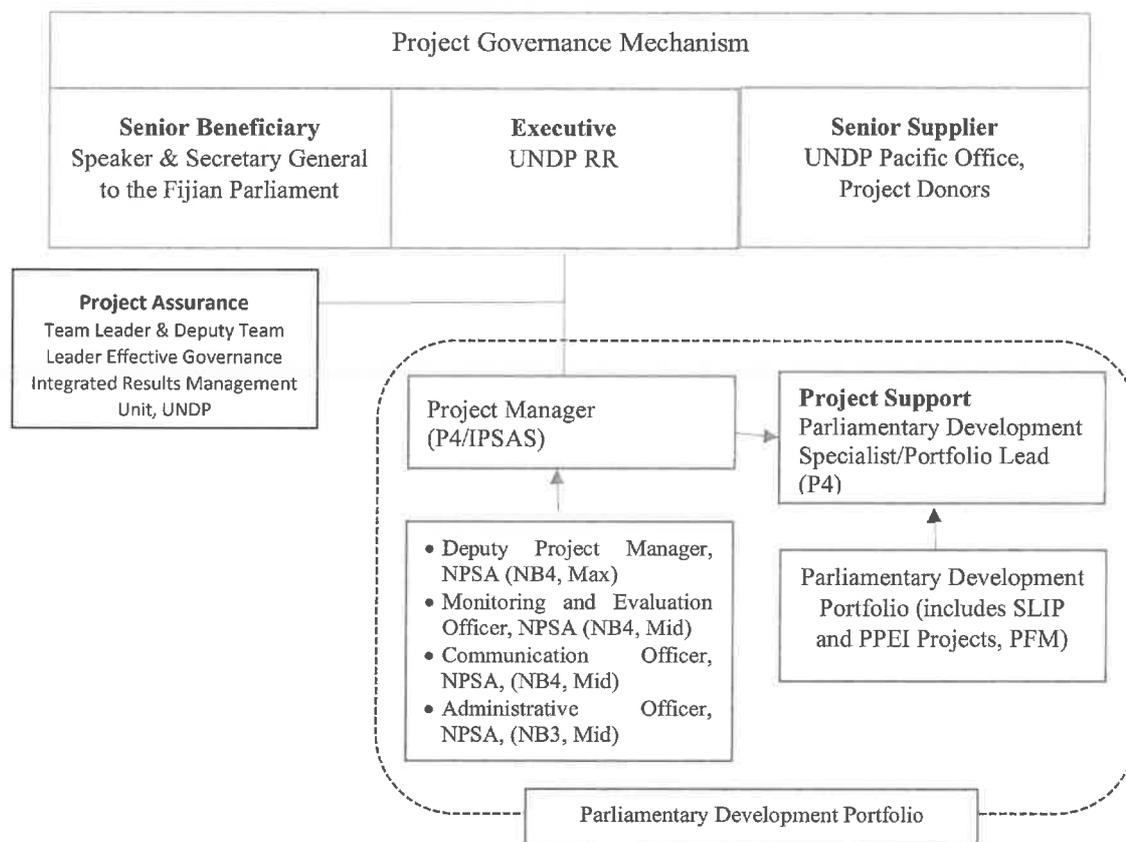
3.1.3 Approval & implementation of Strategic Plan and monitoring and evaluation system	20,000.00	20,000.00	0.00	0.00	0.00	UNDP Fiji Parliament	Technical Advice; Infrastructure; Printing & Publications	40,000.00
3.1.4 Undertake a business continuity needs assessment of the Parliament	20,000.00	20,000.00	0.00	0.00	0.00	UNDP Fiji Parliament	Technical Advice; Workshops; DSA; Travel; Printing & Publications	40,000.00
3.1.5 Utilise the working group to consult and draft a Business Continuity Plan drawing upon regional parliamentary initiatives and planning	15,000.00	15,000.00	0.00	0.00	0.00	UNDP Fiji Parliament	Technical Advice; Travel; DSA; Printing & Publications	30,000.00
Effective technical advisory services and project management support (including DPC)	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	UNDP	Staff costs (local & international) Common Services costs DPC Quality Assurance	188,654.59
Activity 3.2: Organize induction of MPs at start of new Term of Parliament								
3.2.1 Conduct capacity needs assessment of newly-elected MPs, with an particular focus on new women MPs	0.00	30,000.00	0.00	0.00	0.00	UNDP Fiji Parliament	Technical Advice; Survey; Workshop	30,000.00
3.2.2 Support design and implementation of Induction and Post Induction Programmes for newly-elected MPs and targeted induction for women MPs	0.00	50,000.00	50,000.00	50,000.00	0.00	UNDP Fiji Parliament	Workshops; Printing & Publications Technical Advice; Travel; DSA	100,000.00
3.2.3 Technical Briefings for MPs	15,000.00	30,000.00	30,000.00	30,000.00	0.00	UNDP Fiji Parliament	Workshops; Printing & Publications Technical Advice; Travel; DSA	75,000.00

Effective technical advisory services and project management support (including DPC)	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	UNDP	Staff costs (local & international) Common Services costs DPC Quality Assurance	188,654.59
Activity 3.3: Establish a change management process within the Parliament								
3.3.1 Study Visit to see change management in parliamentary setting	0.00	35,000.00	35,000.00	0.00	0.00	UNDP Fiji Parliament	Travel; DSA; Technical Advice	70,000.00
3.3.2 Design a change management training programme to be delivered by an internationally recognised school of management	0.00	35,000.00	0.00	0.00	35,000.00	UNDP Fiji Parliament	Workshops; Mentoring; Technical Advice; Printing & publications	35,000.00
3.3.3 Prepare and advertise RFP for change management training by a recognized provider.	0.00	0.00	0.00	0.00	0.00	UNDP Fiji Parliament	Technical Advice; Travel; DSA; Printing & publications	0.00
3.3.4 Contract and implement change management training	0.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Contracting services; Workshops; Travel; DSA; Printing & publications	60,000.00
3.3.5 Support individual (MPs; staff) change management process including mentoring via established twinning arrangements with a particular emphasis on women staff and MPs	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00	UNDP Fiji Parliament	Workshops; Mentoring; Technical Advice	70,000.00
	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00		Workshops;	70,000.00

3.3.6 Assess need and provide support to improve the Whip system							Printing & Publications Technical Advice; Travel; DSA	
Effective technical advisory services and project management support (including DPC)	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	47,163.65	Staff costs (local & international) Common Services costs DPC Quality Assurance	188,654.59
Sub-Total for Output 3	251,490.95	451,490.95	321,490.95	201,490.95	201,490.95			122,5963.78
MONITORING & EVALUATION	0.00	30,000.00	0.00	30,000.00	30,000.00			60,000.00
TOTAL (INDIRECT COSTS)	784,472.84	1,369,472.84	1,164,472.84	954,472.84	954,472.84			4,272,891.35
General Management Fees (GMS – 8%)	62,757.83	109,557.83	93,157.83	76,357.83	76,357.83			341,831.31
TOTAL	847,230.67	1,479,030.67	1,257,630.67	1,030,830.67	1,030,830.67			4,614,772.66

IX. 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 a 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, the final decision shall rest with UNDP. In addition, the Project Board play 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, Project Manager, 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). Under the guidance of the Parliamentary Development Specialist (P4), 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 Parliamentary Development Specialist (P4), and Parliamentary Development Team in the UNDP Pacific Office.

X. Legal Context

1. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (Fiji) and UNDP, signed on February 2012. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”
2. This project will be implemented by 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.

XI. Risk Management

UNDP (DIM)

3. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
4. UNDP as the Implementing Partner will 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 http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
5. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
6. UNDP as the Implementing Partner will: (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.

7. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
8. 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.
9. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party,

subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

- *Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the

selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

- 10. The schedule of payments and UNDP bank account details.
- 11. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
- 12. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
- 13. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- 14. All financial accounts and statements shall be expressed in United States dollars.
- 15. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
- 16. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

17. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

18. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

19. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

XII. ANNEXES

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

Annex 1: Project Board - Terms of Reference

Project Board: Overall responsibilities

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 UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition¹. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved Annual Work Plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization

This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Specific responsibilities

Initiating a project

¹ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary (Speaker of the Fijian Parliament and Secretary General of the Fijian Parliament)

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined;
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective;
- Promote and maintain focus on the expected project output(s);
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Resolve priority conflicts.

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored;
- Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below).

Senior Supplier (Project Donors, UNDP Pacific Office)

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the

- Projects fit with the overall Country Programme;
- The right people are being involved;
- An acceptable solution is being developed;
- The project remains viable;
- The scope of the project is not “creeping upwards” unnoticed;
- Internal and external communications are working;
- Applicable UNDP rules and regulations are being observed;
- Any legislative constraints are being observed;
- Adherence to RMG monitoring and reporting requirements and standards;
- Quality management procedures are properly followed;
- Project Board’s decisions are followed and revisions are managed in line with the required procedures.

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project;
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out.

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”;
- Ensure that the Project Data Quality Dashboard remains “green”.

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Annex 2: Social and Environmental Screening

Project Information

Project Information

1. Project Title Fiji Parliament Support Project – Phase III
2. Project Number
3. Location Fiji
(Global/Region/Country)

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project design includes measures to assist the Parliament of Fiji to realise and implement human rights as identified under the Constitution. The project is expected to ensure that Members of Parliament and staff have an increased understanding of human rights standards and commitments, as well as a clear understanding of their roles and responsibilities. Further, the project enhances the capabilities of parliamentary committees and the capacities of Members of Parliament, to scrutinize bills from a human rights perspective and monitor government policies and actions regarding the realization of human rights commitments, as well as addressing inequalities. The project will enable marginalized individuals and groups to claim and achieve their right of political participation.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project design includes measures for increasing the meaningful participation of women in politics. Based on Gender Equality principles, the project will capacitate women MPs and male MPs about gender equality. Further, the project will build the capabilities of parliamentary committees to conduct gender impact analysis of proposed bills and reports of government agencies. To the extent possible, the project will incorporate gender-disaggregated data and gender statistics, as well as specific, measureable indicators related to gender equality and empowerment, with the Results Framework including outputs and indicators to address gender inequality. Gender is effectively mainstreamed and all four project outputs have gender equality as a significant objective (gender marker GEN2).

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project has no negative environmental effects. The project support to parliaments will be offering trainings and technical assistance, ensuring that the SDGs and development issues are mainstreamed across parliaments' work, including gender mainstreaming and reducing inequality, while at the same time promoting inclusive economic growth, action to combat climate change and its impacts, and conserve and sustainably use natural resources. The project will support the ongoing digital transformation of the Parliament, thus reducing the carbon footprint of the partner institution.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2:
What are the Potential Social and Environmental Risks?

Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.

QUESTION 3: What is the level of significance of the potential social and environmental risks?

Note: Respond to Questions 4 and 5 below before proceeding to Question 6

QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

Risk Description	Impact Probability (1-5)	and Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
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Risk 1: No Risks Identified
I =
P =

Risk 2: No Risks Identified
I =
P =

Risk 3: No Risks Identified
I =
P =

Risk 4: No Risks Identified
I =
P =

QUESTION 4: What is the overall Project risk categorization?

Select one (see [SESP](#) for guidance)

Comments

Low Risk

Moderate Risk

High Risk

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply

Comments

Principle 1: Human Rights

Principle 2: Gender Equality and Women's Empowerment

1. Biodiversity Conservation and Natural Resource Management

2. Climate Change Mitigation and Adaptation

3. Community Health, Safety and Working Conditions

4. Cultural Heritage

5. Displacement and Resettlement

6. Indigenous Peoples

7. Pollution Prevention and Resource Efficiency

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Attachment 1: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	<p>Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p>	No
1.2	<p>Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>	No
1.3	<p>Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p>	No
1.4	<p>Would Project activities pose risks to endangered species?</p>	No
1.5	<p>Would the Project pose a risk of introducing invasive alien species?</p>	No
1.6	<p>Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>	No
1.7	<p>Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>	No
1.8	<p>Does the Project involve significant extraction, diversion or containment of surface or ground water?</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>	No
1.9	<p>Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p>	No
1.10	<p>Would the Project generate potential adverse trans boundary or global environmental concerns?</p>	No
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	<p>Will the proposed Project result in significant² greenhouse gas emissions or may exacerbate climate change?</p>	No

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No

5.3	Is there a risk that the Project would lead to forced evictions? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	<p>Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or trans boundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Matrix

#	Description	Type	Impact & Probability	Countermeasures / Management response	Risk Owner
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
2	Elections' results are disputed or challenged.	Political Organizational	Probability - 2 Impact - 4	Before elections and pre-emptively, the project and broader UNDP management engages institutional leaders, as well as senior officials to manage expectations and commitments to strengthen Parliament's effectiveness. Post-election, if required, UNCT (in coordination with broader international partners and international community) engages institutional and political leaders to support smooth transition to another administration.	Project Board
3	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 Board
4	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 Board
5	Reduction in ownership and engagement by stakeholders and project results in delays or halt to project implementation.	Political Strategic	Probability - 2 Impact - 3	Appropriate project management arrangements established and maintained to ensure stakeholder understanding of project management tools, including annual work planning processes, corporate	Project Board Project manager

				<p>procurement practices and timelines.</p> <p>Ensure the project is fully staffed and supporting project teams provide effective and timely services.</p> <p>Active Project Board monitoring and oversight is taking place.</p>	
6	Natural disasters that impact directly on stakeholder priorities and ability to implement and participate in activities under the project.	Environmental	<p>Probability - 2</p> <p>Impact – 2</p>	<p>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.</p>	Project Manager
7	Currency fluctuations negatively impact the project's budget and its capacity to implement activities	Operational Financial	<p>Probability - 2</p> <p>Impact – 2</p>	<p>Project to monitor revenue received from donors and to advise the Project Board of total income available to implement the Project.</p> <p>Should there be a reduction due to foreign exchange loss/gain, the Project will ensure that the project undertakes a prioritisation of activities within outputs to match total income available. These changes will be reflected in the AWP and MYWP</p>	Project Manager Project Board
8	Limited stakeholders' buy-in on change management system, preventing full implementation of the Strategic Plan	Operational	<p>Probability – 3</p> <p>Impact - 3</p>	<p>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 required to overcome organizational barriers.</p>	
9	Standing committee ability to engage with women in their deliberations is lower than expected, hampering effective gender impact analysis	Political Operational	<p>Probability – 2</p> <p>Impact - 4</p>	<p>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.</p>	
10	General political context reduces space for	Political	<p>Probability – 4</p>	<p>Project will work with MPs to build new skills and capacity to work</p>	

	strengthening of Parliament's effectiveness before and after 2022 election	Operational	Impact – 2	more effectively on behalf of citizens. Project will use continue to work through standing committees to build cross-party collaboration.	
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