



Strengthening Legislatures' Capacity in Pacific Islands Countries (SLIP) Phase 2 (2023-2026)

Annual progress Report 2025



*Palau National Congress Induction Seminar. Group Photo: Honorable Members with H.E Ambassador
Hiroyuki Orikasa and UNDP Team*

Table of Contents

Project Summary Information	3
1. Executive Summary.....	4
2. Progress Review	6
Output 1: Pacific Island Countries (PIC) Legislatures and Legislators have the capacity and capability to effectively legislate and conduct oversight.....	6
Output 2. Transformed systems have strengthened and modernized operations of PIC Legislatures	10
Output 3. Public trust in PIC Legislatures is increased through citizen engagement and transparent processes.....	12
Output Indicator progress.....	16
3. Communications, Visibility, and Partnerships.....	20
4. Project risks and mitigation measures.....	20
5. Lessons learned	21
6. Way forward	21
7. Annexes.....	24
a) Risk register	24
b) Financial Report.....	26

Project Summary Information

Project Title	Strengthening Legislatures' Capacity in Pacific Islands Countries (SLIP) Phase 2
Project ID	01000335
Project Duration	April 2023-December 2026
Location	Six Pacific Island Countries: Fiji, Federated States of Micronesia (FSM), Kiribati, Palau, the Solomon Islands, and Vanuatu.
CPD/UNSDCF/RPD/SP Outputs	CPD Output 3.1: Governance institutions are accountable and have improved capacities for service delivery.
Project Outcome:	Pacific Island Countries (PIC) legislatures are more responsive, stable and effective in undertaking their legislative, oversight, and representational functions through efficient, inclusive, transparent, accountable, and accessible processes.
Project Outputs:	1. PIC Legislatures (including subnational legislatures in relevant jurisdiction) and Legislators have the capacity and capability to effectively legislate and conduct oversight. 2. Transformed systems have strengthened and modernized the operations of PIC Legislatures. 3. Public trust in PIC legislatures is increased through citizen engagement and transparent processes.
Gender marker	Gender Marker 2
Digitalization marker	Digitalization Marker 2
Implementing Partner	N/A
Total budget	US\$ 6,191,482 ¹
Donors (funding sources)	Government of Japan
Budget (annual budget)	\$ 1,701,892 (2025 Budget)
Utilization recorded for the reporting period	\$ 1,747,716
Expenditure recorded for the total project	\$ 4,838,974 [2023 \$618,589, 2024 \$2,472,669 & 2025 \$1,747,716 utilization)]
Project Manager name:	Thomas Gregory
Reporting period	Jan 1 -December 31 2025

Signed by:



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Deputy Resident Representative,
UNDP Pacific Office in Fiji

14-May-2026

¹ Project document for SLIPII was updated with revised total budget, reflecting currency fluctuation on USD/JPY pair between signature of project document and receipt of funds, which was approved by the project board in December 2025.

1. Executive Summary

In 2025, the SLIP Phase II project delivered progress in strengthening parliamentary effectiveness across multiple Pacific legislatures, with results concentrated in capacity building, oversight strengthening, digitalization, and civic engagement.

Capacity and institutional strengthening

Across Palau, Vanuatu, and Chuuk State (FSM), parliamentary inductions, alongside targeted committee support in Solomon Islands, Fiji, and Kiribati, strengthened MPs' and staff's ability to perform core oversight, legislative and representation functions. Functional assessments in Kiribati and Solomon Islands further supported institutional learning systems and staff development needs. Overall, the project engaged over 300 parliamentarians, staff, and stakeholders through targeted capacity-building, oversight, digital, and civic engagement initiatives.

Oversight and fiscal scrutiny

Three Floating Budget Office (FBO) missions were delivered in Fiji, Vanuatu and Solomon Islands expanding reach through hybrid delivery. Additional technical support was provided to Palau, FSM, and Republic of Marshall Islands, strengthening budget analysis capacity. A key systemic result was the establishment of a regional Fiscal Oversight Community of Practice, enabling ongoing peer exchange, shared tools, and real-time technical collaboration across parliaments. The model also strengthened engagement with civil society through dedicated budget briefings and emerging calls for formalised pre-budget consultation mechanisms.

Digital transformation and innovation

A major regional milestone was unanimous agreement among 13 Pacific parliaments to establish a Pacific Digital Hub under the Inter-Parliamentary Union (IPU) Centre for Innovation in Parliament, hosted by Fiji. In parallel, three parliaments identified pilot Artificial Intelligence (AI) use cases to improve public engagement, and Information and Communication Technology (ICT) investments were rolled out with further deployments planned. The establishment of a Digital Transformation Steering Committee in the Solomon Islands Parliament helps strengthening coordination of ICT development. These steps indicate concrete progress toward modernizing parliamentary systems and enabling digital interaction with citizens.

Civic engagement and participation

Civic engagement efforts expanded public outreach and participation. In Vanuatu, activities reached approximately 10,000 people, while teacher training in Solomon Islands and school-based approaches in Fiji supported civic education. Through the Fiji Youth Parliament and a civic education programme in Yap State (FSM), 83 young people were engaged, including 42 women, gaining hands-on experience in parliamentary processes, debates, and policy discussions.

Gender equality and inclusion

Gender equality remained a cross-cutting priority across SLIP interventions in 2025. Gender-responsive budget analysis was advanced through dedicated thematic briefs under the Floating Budget Office in Fiji and Solomon Islands, strengthening parliamentarians' ability to assess how public spending impacts women and girls. Gender considerations were also integrated into legislative scrutiny, including through the application of gender impact analysis in bill review processes. Targeted initiatives—such as support to women MPs' visibility and leadership, and youth engagement programmes with balanced participation (42 young women out of 83 participants)—contributed to strengthening women's participation in

parliamentary processes and building a pipeline of future leaders. Evidence on online harassment further informed efforts to address structural barriers to women's political participation.

Regional cooperation and architecture

Through support to the Pacific Islands Parliaments Group Conference in Fiji, parliaments established the Pacific Islands Parliamentary Assembly, a significant institutional outcome strengthening regional parliamentary voice and coordination.

Participant feedback and programme assessments indicate strengthened institutional performance, with MPs reporting increased confidence in oversight, procedures, and budget scrutiny, committees demonstrating more structured and evidence-informed approaches to legislative scrutiny, and youth participants showing increased confidence and interest in leadership pathways.

The project's work in 2025 continued to contribute to higher-level results under the United Nations Sustainable Development Cooperation Framework (UNSDCF) Outcome 4 and the UNDP Multi-Country Programme Document (MCPD) Outputs 3.1–3.2 by strengthening institutional effectiveness, reinforcing parliamentary oversight, and advancing inclusive and participatory governance processes.

Beyond output delivery, 2025 results indicate emerging outcome-level progress. Legislatures demonstrated increased responsiveness through more structured engagement with civil society, reflected in higher volumes of committee submissions (e.g., Fiji) and expanded outreach initiatives. Effectiveness improved through stronger use of evidence in committee scrutiny, particularly through the application of FBO briefs, which supported MPs in analysing budget allocations and integrating gender and climate considerations into oversight. Institutional stability was strengthened through more systematic induction programmes—achieving 100% participation of newly elected MPs in Palau, Chuuk State, and Vanuatu, and functional assessments informing Secretariat reforms in Kiribati and Solomon Islands. Transparency and accessibility advanced through digitalization efforts, including expanded online publication of parliamentary business and increased livestreaming of proceedings. These developments point to more responsive, effective, and accessible parliamentary systems, while recognising that outcome-level changes remain influenced by broader institutional and political dynamics.

Challenges and lessons learned

Several implementation challenges led to partial deviations from the Annual Work Plan, as well as increased demand for certain activities compared to initial expectations. Sustained work on digitalization made considerable progress, while procurement of equipment has been done at a deliberately measured pace in order to ensure buy-in and nationally owned ICT strategies.

Political instability, frequent parliamentary staff turnover, natural disasters and logistical constraints, especially around scheduling MP and venue availability as well as travel, also disrupted programming timelines. To address these issues, the project team emphasized adaptive planning, increased reliance on hybrid modalities, and reinforced stakeholder engagement to ensure continuity and alignment with evolving parliamentary needs.

Way forward

The project will focus on strengthening legislative oversight, advancing digital transformation, and deepening citizen engagement across Pacific parliaments. Key priorities include scaling committee support and FBO tools, investing in ICT systems and cybersecurity, and operationalizing regional platforms such as PIPA and the Pacific Digital Hub.

Cross-cutting efforts will continue to mainstream gender equality, youth and disability inclusion, climate action, and human rights, while improving data systems to capture disaggregated results.

As Phase II concludes in 2026, emphasis will also be placed on resource mobilization for a potential next phase to consolidate gains and sustain progress in inclusive and effective governance.

2. Progress Review

Key results achieved

Output 1: Pacific Island Countries (PIC) Legislatures and Legislators have the capacity and capability to effectively legislate and conduct oversight.

Strengthened Parliamentary Knowledge and Capacity Through Induction Programmes

Capacity building remained a core component of SLIP, strengthening MPs' legislative, oversight, and representation functions, as well as staff capacity to support parliamentary operations. **Induction programmes in Palau, Vanuatu, and Chuuk State, alongside a Committees Induction in Solomon Islands**, reached 209 participants (29% women) including Speakers, Ministers, MPs and parliamentary staff. These programmes enhanced understanding of parliamentary procedures, committee oversight, and institutional systems, while promoting peer learning across legislatures and advancing reforms such as renewed momentum on Parliamentary Autonomy in Solomon Islands.

In Vanuatu, following the January 2025 snap elections, two targeted interventions further strengthened institutional readiness. An Orientation Programme and a subsequent Induction Programme improved Members' procedural knowledge, oversight capacity, and engagement with national priorities, including the NSDP, SDGs, and climate agenda. Participants reported increased confidence in their roles and stronger understanding of accountability systems.

In Federated States of Micronesia, Chuuk State, induction for new members, alongside returning legislators, reinforced knowledge of constitutional principles, legislative procedures, ethics, and oversight, including practical areas such as the budget cycle, audit use, and Compact-related financial governance, while also addressing emerging priorities such as marine conservation.

In Palau, a three-day induction for the 12th National Congress supported new members and returning MPs, strengthening capacities in legislative processes, ethics, strategic planning, and budget oversight.

In parallel, SLIP piloted targeted support to the Parliaments of Kiribati and Solomon Islands through in-country **functional assessments** to inform Secretariat reform. These assessments analysed demand-side expectations from Members and leadership alongside the supply-side capacities of staff, systems, and roles defined in Terms of Reference (TORs), ensuring alignment between institutional mandates, service delivery needs, and staff functions. The findings will guide reform implementation in the coming year.

Overall, these interventions resulted in improved parliamentary preparedness, strengthened oversight practices, enhanced policy engagement, and increased cross-country learning, laying a stronger foundation for effective and accountable legislative performance.

Enhanced Parliamentary Committees' Capacity for Effective Oversight and Governance

SLIP strengthened **parliamentary committee systems** by improving the quality, inclusiveness, and effectiveness of legislative scrutiny and oversight. Through targeted capacity building, committees enhanced their ability to conduct inquiries, engage stakeholders, and apply evidence-based approaches to legislative and budget review. Practical skills in structured questioning, public consultations, expert hearings, and cross-sectoral evidence use were reinforced, with increased inclusion of diverse perspectives, including women and marginalized groups.

Regional exchanges with parliaments in Australia and New Zealand further strengthened oversight standards, exposing Members to best practices in transparency, ethics, and accountability. These engagements improved confidence in assessing complex legislation and contributed to stronger inter-parliamentary collaboration and learning networks.



Vanuatu Parliament Members Induction



Committee Induction for MPs of the National Parliament of Solomon Islands

In Solomon Islands, a Committees Induction programme trained 23 MPs, including newly elected 2 women MPs, strengthening understanding of committee roles, legislative review, and inquiry practices, with a dedicated focus on inclusive committee approaches.

In Kiribati, the Public Accounts Committee study visit to Australia resulted in concrete reform directions, including strengthening committee independence, introducing public hearings, and improving follow-up on recommendations.

In Fiji, capacity for bill review was strengthened through a Professional Development Seminar held in October 2025, attended by 26 MPs (3 women) and 29 Secretariat staff (21 women), alongside civil society

and government representatives. The seminar identified key operational gaps, including the need to strengthen staff analytical capacity and improve timely access to bill-related information, while integrating gender equality and inclusion considerations.

In Vanuatu, participation in New Zealand's Scrutiny Week enhanced exposure to structured oversight processes, evidence-based questioning, and coordinated committee workflows, strengthening institutional capacity for effective scrutiny.



Chuuk Legislature Induction Seminar

Overall, these interventions resulted in stronger committee systems, improved evidence-based oversight practices, increased inclusiveness, and concrete steps toward enhanced accountability and transparency across participating parliaments.

Strengthened Budget Oversight through the Pacific Floating Budget Office (FBO) and Fiscal Oversight seminars

SLIP strengthened fiscal oversight across Pacific parliaments in 2025 through the expanded use of the Floating Budget Office (FBO) model and targeted fiscal oversight initiatives.

This model was scaled as a core mechanism for enhancing parliamentary budget scrutiny, evolving into a hybrid approach combining in-country missions with remote support. Across **Solomon Islands, Fiji, and Vanuatu**, multidisciplinary teams worked alongside parliamentary staff to produce user-friendly budget briefs, strengthening Members' ability to analyse fiscal data, scrutinise expenditure, and apply evidence in committee and plenary processes.

The gender and climate-responsive budget briefs provided targeted analysis on how national budgets address gender equality and climate priorities. These briefs supported MPs and committees to better assess the distributional impacts of public spending, integrate inclusion and resilience considerations into oversight, and strengthen evidence-based discussions on cross-cutting policy issues.

Continuous skills transfer was embedded through hands-on collaboration, including drafting clinics, peer review, and real-time coaching, while regional collaboration was strengthened through peer learning and the establishment of a **Community of Practice for budget officers**. Across all FBO activities in 2025, a total of 262 participants (including parliamentary staff, researchers, and officials) took part in events such as the budget briefs exercises, regional workshops and virtual training sessions.

The North Pacific Budget Officers' Workshop strengthened the technical capacity of legislative budget staff from Palau and the Federated States of Micronesia, and the inaugural **North Pacific Fiscal Oversight Conference** brought together legislative budget staff, the members of legislatures as well as the Supreme Audit Institutions to improve coordination, audit follow-up, and transparency in public financial management. The project also collaborated with the "Accountable Public Finances to Serve Pacific People



Kiribati PAC with the Speaker and Clerk of the ACT Legislative Assembly



Solomon Islands Floating Budget Mission

- VAKA Pacifica” project on this initiative. The FBO model also emerged as a promising approach for adaptation into a “Micronesia Floating Budget Office”

A key advancement was increased engagement between parliaments and the executives, including direct participation of Ministers in FBO sessions, contributing to more transparent and accountable budget scrutiny. The model also strengthened links with civil society, including through dedicated budget briefings and joint calls for formalised pre-budget consultation mechanisms, reinforcing the role of civil society in fiscal accountability and bridging parliamentary processes with citizen engagement. Overall, participating parliaments reported improved capacity to analyse and interpret budget documents, scrutinise allocations, and use evidence-based inputs in decision-making. The hybrid FBO approach reduced costs and operational disruption while ensuring sustained knowledge transfer, contributing to stronger, more institutionalised, and effective fiscal oversight systems across the region.

Output 2. Transformed systems have strengthened and modernized operations of PIC Legislatures

Built Digital Transformation of Parliamentary Systems for wider outreach

SLIP advanced digital transformation across Pacific parliaments in 2025 by strengthening ICT systems, institutional readiness, and regional collaboration to enable more efficient, transparent, and accessible parliamentary processes. Investments in video conferencing, digital archiving, and IT governance supported the transition from paper-based systems to digital operations, improving both internal efficiency and public engagement.

Regional collaboration was strengthened through the **ICT Knowledge Exchange Workshop**, which brought together 47 participants (18 women) from 10 Pacific parliaments—Fiji, Tonga, Vanuatu, Solomon Islands, PNG, Cook Islands, Niue, Palau, FSM States (Yap, Pohnpei, Chuuk, Kosrae), and Kiribati. The workshop resulted in unanimous support among 13 parliaments to establish a **Pacific Digital Hub under the IPU Centre for Innovation in Parliament (hosted by Fiji)**, alongside **three key commitments: creation of an ICT Focal Group, development of a shared digital readiness tool, and quarterly virtual clinics**. These efforts strengthened peer learning, coordination, and the foundation for sustained regional digital cooperation.

At the country level, SLIP combined infrastructure support, institutional strengthening, and innovation. **In Solomon Islands**, an **ICT needs assessment** produced an ICT Reform Plan and Procurement Package and led to the establishment of a **Digital Transformation Steering Committee (DTSC)**, alongside the initial delivery of ICT equipment (10 desktop sets with UPS and 1 server) to modernize committee

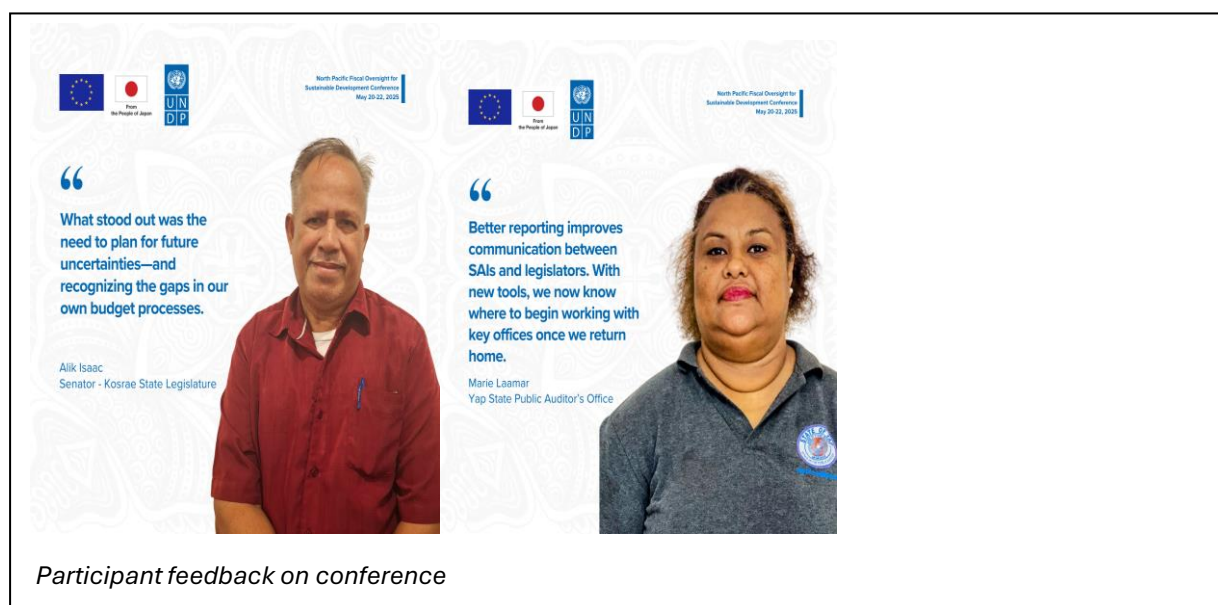


H.E Ambassador Kagomiya Nobuo, UNDP, staff from State and National level legislatures

operations. This represented the first phase of ICT support, with additional equipment procurement and delivery planned for 2026. **In Palau**, ICT equipment strengthened digital infrastructure which will enable hybrid sittings, improved transparency, and expanded outreach to remote communities. **In FSM and Palau**, website and content management upgrades focused on visual designs to ease user navigation, and training key personnel for content management. While **in Vanuatu**, support focused on restoring operational continuity and modernizing analytical tools.

Digital innovation complemented these efforts through **targeted AI pilots**, including an AI-powered Yapese language translation system in Yap State (FSM), civic engagement content tools in Solomon Islands, and digital learning platforms in Fiji, demonstrating practical applications of emerging technologies to enhance accessibility and engagement.

Overall, these integrated interventions strengthened digital infrastructure, institutional coordination, and service delivery, positioning Pacific parliaments to leverage technology for more transparent, inclusive, and effective governance.



Output 3. Public trust in PIC Legislatures is increased through citizen engagement and transparent processes.

Strengthened Civic Engagement and Public Understanding of Parliamentary Roles

SLIP strengthened civic engagement and public understanding of parliamentary roles across the Pacific in 2025 through integrated youth programmes, public outreach, and civic education initiatives.

Youth-focused interventions were delivered across multiple contexts. In FSM (Yap State), **the Youth Civic Education initiative** engaged 25 students (13 women) from three high schools and the College of Micronesia, building knowledge of legislative processes and debate skills. This resulted in concrete outputs, including a draft bill on juvenile services and a resolution calling for a climate change office, demonstrating practical policy engagement. In parallel, **the Fiji Youth Parliament 2025** brought together 58 youth delegates (29 women) for a week-long simulation of parliamentary processes. A four-month follow-up survey (26 respondents) showed sustained impact, with over 90% reporting increased confidence in engaging on national issues and 96% expressing interest in future leadership roles. The programme also enabled regional learning, with parliamentary officers from Kiribati and Vanuatu observing sessions and planning similar initiatives.

With SLIP support **the Parliament of Vanuatu** delivered a targeted **public outreach in Vanuatu** civic outreach during the International Day of Democracy and Public Service Commission Day on Tanna Island reaching approximately 2,000 people, with over 2,000 civic materials distributed. Village dialogues, school sessions, and public exhibitions enabled direct interaction between communities and Parliament, strengthening awareness of parliamentary functions, committee roles, and citizen participation pathways, particularly in remote areas. Youth sessions clarified Standing Order entry points and practical pathways for democratic engagement. Particular emphasis was placed on engaging youth and women, recognizing their underrepresentation in decision-making spaces and the need to strengthen their voice in democratic processes. A total of 39 students participated in the youth sessions, including 29 women participants, demonstrating strong engagement of young women alongside their male counterparts.

Civic education was further enhanced in the Solomon Islands through a **Training of Trainers** in Temotu Province (the fifth province reached, including Honiara) equipping 15 teachers to deliver structured education on governance, separation of powers, and parliamentary processes. This is being complemented by planned digitisation of training modules to enable scalable, low-cost delivery from 2026 onwards. Across these interventions, SLIP strengthened civic awareness, expanded youth participation—particularly among young women—and created practical entry points for engagement with parliamentary



Public outreach in Vanuatu on Tanna Island

processes. Collectively, these efforts contributed to more inclusive and participatory governance and reinforced the accessibility of parliaments across the region.



Youth Civic Education initiative in Yap State



Youth Civic Education initiative in Yap State



Temotu Chief Education Officer with the teachers. Teachers participate in group work exercises

Gender Equality Mainstreaming in Parliamentary Practice

The SLIP project supports women’s political participation by integrating gender considerations as a cross-cutting priority across parliamentary processes. A key contribution in 2025 was the development of **gender thematic briefs** under the FBOs in both Fiji and Solomon Islands, which provided parliamentarians with structured, evidence-based analysis on gender equality, including gender-responsive budgeting, women’s political representation, and policy gaps. These briefs supported more informed parliamentary scrutiny and contributed to integrating gender considerations into budget and policy discussions. For instance, the 2025–26 Gender Thematic Brief for Fiji tracked the impact of gender-responsive budgeting (GRB) and highlighted how budget allocations affect women and girls. Similarly, the 2026 Budget Brief for Solomon Islands included a dedicated gender section, analyzing women’s political participation and gender-based violence to inform committee inquiries and legislative assessments. These tools directly support committees in integrating women’s perspectives into fiscal oversight.

In parallel, the project strengthened accountability mechanisms by tracking **committee recommendations** presented in Parliament, including those related to gender equality and women’s empowerment, reinforcing a more systematic approach to monitoring oversight outcomes. At the Fiji Bill Review Seminar, gender was explicitly discussed through the introduction of gender impact analysis as part of committee scrutiny processes. This included assessing how proposed legislation may affect women and men differently, examining potential unintended inequalities, and emphasizing the importance of inclusive participation and representation in legislative review. Discussions highlighted the need to systematically apply a gender lens across the legislative cycle, including during consultations, analysis of submissions, and post-legislative review. Youth-focused interventions promoted inclusive and balanced participation across multiple contexts, with women representing half or more of participants in both Fiji and Yap State activities. **The Fiji Youth Parliament** ensured balanced gender representation (29 women out of 58 participants) and inclusive participation, while providing a platform for participants to

engage in parliamentary debates, committee discussions, and oversight processes. The initiative also contributes to building a pipeline of future leaders and potential election candidates, including women, supporting their participation in political and decision-making processes. In FSM (Yap State), the Youth Civic Education initiative engaged 25 students, including 13 women.

Capacity development efforts focused on enhancing the **capacity and visibility of women MPs**. Targeted social media masterclasses aimed at strengthening communication, public engagement, and leadership presence. These interventions responded to identified gaps in outreach and public participation in parliamentary processes, where effective communication and constituency engagement are critical to inclusive governance. Complementing these efforts are plans to develop a **Women Candidates Toolkit** to support and strengthen the pipeline of future Pacific women leaders, equipping them with practical knowledge of parliamentary processes and preparing them to take on oversight roles.

In addition, the project addressed structural barriers to women's political participation through evidence generation on **online harassment and threats against MPs**. The 2025 regional stocktake highlighted that online harassment disproportionately affects women MPs and can lead to withdrawal from political engagement, underscoring the need for institutional and policy responses.

Output Indicator progress

Output statement	Baseline Value type	Indicators	Annual Targets (2025)	Actual 2025	End of the project target	Status:	Means of verifications and comments to substantiate the selected response
<i>Output 1:</i> The capacity of PIC Legislatures, Legislators, administration to undertake their respective functions, including scrutiny of the budget and the implementation and achievement of the national development goals and SDGs is strengthened.	3	1.1 No. Of Parliament committees with improved capacities that are conducting inclusive and accountable law making and oversight.	5 cumulative (1 for 2025)	12	6	Exceeded the target	Parliament reporting; Project M+E; Project Evaluation; Annual Reporting Solomon Islands: Committee Induction, Public Accounts Committee FBO; Fiji: Economic Affairs Committee study visit to New Zealand; Palau: Induction, Legislative Finance committee members capacity building through North Pacific Fiscal Oversight Conference Vanuatu: Orientation workshop; Induction workshops; Visit to New Zealand Parliament Annual Scrutiny Week; FBO Kiribati: Public Accounts Committee visit to Australia, FSM: Legislative Finance committee members capacity building through North Pacific Fiscal Oversight Conference; Chuuk State Induction
	0	1.2 Number of recommendations by all standing committees based on gender impact analysis per legislature.	> 20 per year	Fiji:2 Solomon Islands: 1	> 20 in total	On track	Project M&E; Project Evaluation; Quarterly and Annual Reporting; Parliament Reporting. Fiji: Committee recommendation on gender equality in workforce at Fiji Airways (Hansard – 30 Sept 2025; Standing Committee on Justice, Law and Human Rights recommendation on having a gender quota on political party candidates lists to encourage participation of women in elections (Hansard 6 Nov 2025)

							SI: PAC Report on the 2026 Appropriation Bill 2025, Recommendation 53 on additional budget for Violence against Women and Girls prevention, awareness, monitoring, and frontline services While the project builds capacity and provides tools, the actual recommendations depend on broader political, institutional, and contextual factors <u>beyond direct project control</u>. Also, committee recommendations are often not systematically available online. Annual check-ins with committees are proposed to capture information on the type of recommendations produced. In parallel, ongoing support for parliamentary digital and website development is advancing the online availability of such documents.
	In Fiji, Vanuatu, Solomon Islands: M/F 50%< In Palau, FSM, Kiribati: 0 (no induction program)	<i>1.3 Percentage of newly elected Legislators who participated in induction programs per Legislature (disaggregated by gender)</i>	70%< 40%<	100% of new elected MPs were inducted in Palau, Chuuk, and Vanuatu	60%< 20%<	Exceeded the target	MP Survey: Project M+E; Project Evaluations and Staff Survey Palau: 10 new National Congress member (5 women) inducted; 100% of new elected inducted (total 29 MPs) FSM: 11 new Chuuk State Legislature member inducted, 100% of newly elected inducted; (total 38 MPs) Vanuatu: 18 first time MPs inducted, 100% of new elected inducted; (total 52 MPs)
	Output 2: Transformed systems have strengthened	2.1 Number of Legislatures undertaking a needs	3 cumulative (1 for 2025)	2	6	Exceeded the target	Parliament Reporting; Project M+E; Project Evaluation

and modernized the operations of PIC Legislatures		<i>assessment for updating their rules, strategic plans and operating procedures.</i>					Solomon Islands: ICT Needs Assessment and Functional Assessment Kiribati- Functional Assessment
	No bills are currently being tracked	<i>2.2 Percentage of bills tracked online and visible to the public per Legislature.</i>	100% of bills	100% for Solomon Islands, Vanuatu and Fiji	100%	Achieved for Solomon Islands, Fiji, Vanuatu For the FSM, Palau, Kiribati the project is expected to deliver new/upgrade websites in 2026.	Parliament Reports; Project Evaluation; Quarterly and Annual Reporting. Solomon Islands: Website upgrade launched in June 2025 and all bills published on website. Parliament to integrate online bills tracking in 2026.
	2	<i>2.3 Percentage of Strategic Plans priorities actively progressed per Legislature.</i>	50% progressed	Solomon Islands: 75-80%	75%< progressed	Exceeded the target for SI;	Parliament Reporting; Project M+E; Project Evaluation. Solomon Islands: Strong alignment in 3 out of 4 priorities (modernisation, engagement, oversight capacity). Limited visible progress in 2025 on Independence (the analysis is based on parliament media reports)
Output 3: Public trust in PIC Legislatures strengthened through increased transparency, accessibility, and accountability to citizens, and improved	Less than 10	<i>3.1 Percentage of substantive, evidence-based inputs and submissions received by Standing Committees from civil society per Legislature.</i>	+50%<_	Fiji: +186% Solomon Islands	+75%<_	Exceeded	Project M+E; Project Evaluation; Quarterly and Annual reporting. Solomon Islands: The Bills Committee received 13 submissions from civil society on inquiries into 3 bills; Civil Society Budget Briefing Workshop; 3 public calls for submissions and 4 committee hearing processes;

engagement with communities and civil society groups.							Fiji: 20 submissions in 2025; 7 submissions in 2024 (from FPSP report). 3 times increase from baseline (186%) Vanuatu CSO Budget Workshop (FBO)
	0	3.2 Number of Parliament webpage interactions with civil society on the “Open Parliament Feedback” section per Legislature.	200<	Legislature websites lack the section “Open Parliament Feedback” features.	400<	ICT improvements for legislatures are underway, but systems to track interactions are not yet in place.	Project M+E; Project Evaluation; Quarterly and Annual reporting In practice, parliamentary social media pages are currently more functional and more frequently used for public and civil society interaction than dedicated website feedback sections, which are often absent or inactive. Social media scraping and other digital tools will be used to monitor civil society engagement with parliaments and analyse emerging trends.
	1	3.3 Number and type of citizen engagement programs per country.	4 cumulative (2 for 2025)	6	10< in total	Exceeded	Project M+E; Project Evaluation; Quarterly and Annual Reporting Fiji: 1 : Youth Parliament Vanuatu: 2 : Civic outreach programme on Tanna Island; Budget dialogue and CSO engagement through FBO Solomon Islands: 2 : Civil Society Budget Briefing Workshop; Teacher training (ToT) FSM (Yap): 1 : Youth civic education initiative

3. Communications, Visibility, and Partnerships

Effective project visibility and communication ensure stakeholder engagement, transparency, and impact promotion. UNDP through different platforms like social media, newsletters, and events continued to disseminate updates and success stories on key events and activities. Given below are links to these products.

[North Pacific Nations Unite to Strengthen Oversight Roles](#)

[Kaselelie Press Release on Fiscal Oversight Conference](#)

[Empowering Youth to Shape Governance in Yap](#)

[Solomon Islands Floating Boating Office](#)

[PIPG Working Group Meets in Tahiti](#)

[Pacific Parliaments Knowledge Exchange on Digital Transformation](#)

[Teachers Training Workshop on Parliamentary Resource Book](#)

[Introduction to Parliamentary Civic Resource Books](#)

[Participant interview: Teacher Training Workshop](#)

[Research Officers Participate in Regional Floating Budget Office](#)

[SI Committees Induction Program](#)

[SI and Vanuatu Parliamentary Civic Exchange Program](#)

[Committee Induction](#)

[Pacific Islands Parliamentary Group](#)

[SI Function Assessment](#)

[JAPAN AND NZ DIPLOMATS COURTESY CALL TO THE SPEAKER OF THE NATIONAL PARLIAMENT](#)

[SI Functional Assessment](#)

[ICT Support to SI Parliament](#)

[Hybrid FBO at Vanuatu Parliament](#)

[SI FBO](#)

[SI FBO: CSO Engagement](#)

[SI FBO: MPs Session](#)

[APEC](#)

4. Project risks and mitigation measures

In 2025, several Pacific Island nations experienced significant political instability, particularly involving parliamentary no-confidence motions. This had a variety of impacts, including reducing MP availability for programming; making work with parliament or its committees impossible for a period; or leading to a snap election in the case of Vanuatu. As noted above, a flexible and adaptable approach allows the project to continue providing support according to the needs and priorities of the parliamentary institution and their capacity to take up the support (fluctuating across the parliamentary calendar).

Natural Disaster – such as in the Vanuatu earthquake in late 2024 – poses an ongoing operational challenge, given the impact on infrastructure, venues and the availability of counterparts.

The project is actively managing risks across political, operational, strategic, environmental, financial, and organizational categories through proactive measures. The risks identified during the project design phase remain valid in the current context and are being closely monitored. Strategic challenges, including limited parliamentary oversight and insufficient gender impact analysis, are addressed through targeted technical

support and cultural change initiatives. Operational risks, such as procedural delays or staffing gaps, are managed by exploring alternative approaches, maintaining flexible schedules, and recruiting additional support where necessary.

The detailed risk register, which outlines mitigation measures and their implementation, is attached as an annex.

5. Lessons learned

- **Inter-parliamentary cooperation** accelerates institutional learning. Comparative peer learning (parliament-to-parliament) significantly boosts committee confidence and technical depth; pairing exposure with concrete tools (checklists, SOP outlines) accelerates uptake. For example, strengthened networks through website development training: in FSM All five assemblies develop websites to better engage citizens. During a joint two-day workshop in the capital, ICT managers shared experiences and addressed common challenges.
- **Institutionalizing FBOs** through standard templates, mission calendars, MP and CSO engagement, and a **Community of Practice** is essential for maintaining quality and timely budget scrutiny. This approach has encouraged North Pacific Legislatures to develop a similar system to coordinate their administrative structures.
- Considered sustainability. Through **the Functioning Assessment** in Kiribati and the Solomon Islands, UNDP will identify the key areas of support that can sustain parliament's work without UNDP's support. The project plans to focus on those areas through capacity-building training sessions.
- **Governance-first digital transformation**—ICT change must be anchored in policy, workflows, data governance, cybersecurity, and helpdesk systems before new tools are scaled (e.g., Liberty, captioning, ServiceNow).
- Developed concrete tool kits for teachers to deliver civic education: Civic education is essential for raising parliamentary awareness among youth. UNDP provided technical guidance to create a toolkit for schoolteachers to **integrate into the curriculum**. After piloting sessions in schools, the project will conduct an online survey, in coordination with the Ministry of Education, to assess the toolkit's effectiveness. This will support sustained and effective civic education.
- Following the successful Yap youth conference, the local institution was encouraged to launch the second phase **using its own funds**, with a goal of 50% support from UNDP, to further empower youth political participation.
- Decentralized, bilingual civic engagement (e.g., Vanuatu) **enhances trust and participation**, especially for rural and maritime populations, when linked to livestreaming and accessible materials. Public trust increases when Parliament visibly engages communities.
- Inclusion works best when embedded: integrating **gender, climate, and human rights lenses** in committee scrutiny and budget briefs—not as add-ons—improves legislative quality and legitimacy. Effective committee scrutiny requires strong research support and disciplined questioning.
- Pre-sitting orientation improves parliamentary readiness and reduces procedural confusion.

6. Way forward

Legislative Capacity & Oversight

- Support Fiji committees to operationalize recommendations arising from ACCF/ER inquiries and to apply bill analysis tools to upcoming legislation; expand committee strengthening across participating parliaments.
- Scale FBO improvements (templates, fact-checking, thematic guidance) and expand regional researcher networks through the Community of Practice (CoP).

Systems Modernization

- Fiji: pursue procurements for Liberty recording, portable broadcast kits, DR/backup, and ICT strategy & cybersecurity implementation; continue autonomy transition work on FMIS -Financial Management Information System - HR Management system .
- FSM/Palau: complete seven website rollouts, finalize workflows and analytics; Palau OEK to institutionalize maintenance/renewals and content governance.

Citizen Engagement & Trust

- Institutionalize Fiji Youth Parliament (term-based cadence), establish alumni, and launch online learning modules; in Vanuatu, annualize Democracy Day and extend island outreach with translated materials and digital analytics.

Regional Cooperation & Digital Readiness

- Operationalize PIPA governance and work programme; leverage IPU Pacific Digital Hub to deliver AI governance clinics, ICT strategy refreshes and a Pacific Parliamentary AI Readiness Framework, prioritizing governance-first adoption.

Cross-cutting

- Continue to mainstream gender equality, youth and disability inclusion, climate, and human rights across outputs, with M&E tools adjusted to capture disaggregated results. Cultural and social norms present challenges to women's political participation in the Pacific. SLIP will continue raising awareness, with a focus on women, to highlight the importance of including women's voices and perspectives in political dialogue.

UNDP will also explore regional initiatives to strengthen partnerships, networking, and policy discussions on critical legislative topics. Gender mainstreaming will be integrated across all activities to ensure equitable representation and participation in governance structures.

These initiatives will strengthen legislative institutions, enhance governance efficiency, and reinforce accountability across the Pacific. By adopting a flexible and adaptive approach, UNDP will ensure that parliaments are equipped with the necessary skills, tools, and resources to meet evolving governance challenges while fostering inclusive and participatory democracy in the region.

To address institutional capacity gaps and diverse needs, SLIP will prioritize urgent activities, such as providing ICT equipment to support modernization and effective communication. The project will also work with parliaments to identify priority needs and strengthen legislative capacity and networks in the Pacific region.

As SLIP Phase II moves into its final year of implementation in 2026, the project will focus on resource mobilization strategy for a potential Phase III. While Phase II has delivered significant results, persistent challenges as high parliamentary staff turnover, political volatility, limited ICT infrastructure in outer islands, and the continued underrepresentation of women, demonstrate that institutional strengthening remains a long-term process. Demand from partner parliaments for further support on digital transformation,

committee oversight, and civic engagement remains strong. A continued phase of the project would be essential to consolidate gains, embed innovations such as the Pacific Digital Hub and the Fiscal Oversight Community of Practice, and address remaining gaps in legislative drafting, subnational parliamentary capacity, and gender-responsive oversight.

7. Annexes

a) Risk register

Score	Probability	Score	Impact
5	Almost Certain	5	Severe
4	Highly Likely	4	Significant
3	Possible	3	Moderate
2	Unlikely	2	Minor
1	Slight	1	Minimal

#	Description	Type	Prob	Imp	Countermeasures / Management response
1	Political and organisational environment impacts on project implementation through factors such as: political tension, suspension of Parliament, change of government after elections, or leadership change in Parliament (Speaker) and Secretariat (Secretary General).	Organisational	2	3	Built trust through continuous dialogue with Parliament, to retain flexibility, strong stakeholder ownership, accountability through oversight by the Project Board. Built formal and informal networks with a broad spectrum of project stakeholders, including political parties and NGOs.
2	The multi-Pacific Island Countries (PIC) focus of the project means that instabilities, or different priorities in one jurisdiction could disrupt the programme delivery resulting in lack of priority to implement project activities and to adopt change.	Organisational	3	3	Careful and pragmatic prioritisation, planning and sequencing of project activities together with stakeholders to achieve that project activities are reflected in stakeholders' annual plans; that regular updates to the Project Board on potential challenges and mitigation strategies are identified early – including flexibility to agree adjustments to project activities; that change leaders are identified early; and that over ambitious scheduling is avoided. Ensured that the pace of implementation is appropriate to avoid 'project fatigue' and matches the stakeholder's capacity to engage Ensured the scope of activities and terms of references are endorsed by stakeholders.

3	Government limits Parliament's role in oversight.	Organisational	3	3	Project supported oversight initiatives that are focused on SDG implementation. Ongoing relationship building ensured communication of added value in oversight work.
4	Internal parliamentary procedures and decisions may impact the implementation of certain activities	Organisational	3	1	Continuous discussions were held with project beneficiaries to explore and agree on alternative approaches to deliver certain activities and ensure minimal impacts on the timely implementation of project activities.
5	Staff required by Project not in place to assist in implementation of the project within tight timeframes.	Organisational	2	3	There are project staff currently in place to allow for a seamless transition. Additional capacities required by the project will be identified and short-term Consultants will be recruited to assist with the implementation if needed.
	Committees unable to engage women sufficiently to be able to conduct effective gender impact analysis	Social and Environmental	3	3	Project supported standing committees, Legislators and Parliament staff to support operational and cultural change required to ensure gender impact analysis is a priority for all work.
6	Currency fluctuations negatively impact the budget	Financial	2	1	UNDP and project management closely monitors any significant currency impacts on budget and if necessary, engages donor and Project Board in budget and/or programme modification deliberations. Rising inflation and increasing ICT equipment costs continue to affect procurement planning and timelines, requiring careful calibration of the most suitable and cost-effective ICT solutions, while also contributing to delays in delivery of some equipment.
7	Parliament fails to endorse an effective change management system, resulting in limited implementation of the Strategic Plan	Operational	2	3	Parliamentary leadership was supported and provided with information and knowledge on effective change management. Timely technical assistance was provided throughout key milestones and when required to overcome organizational barriers.
8	Reduction in ownership and engagement by stakeholders and project results in delays or halt to project implementation.	Strategic	2	3	Appropriate project management arrangements established and maintained to ensure stakeholder understanding of project management tools, including annual work planning processes, corporate procurement practices and timelines. The project is fully staffed and teams provide effective and timely services.

					Active Project Board monitoring and oversight is taking place.
10	Natural disasters that impact directly on stakeholder priorities and ability to implement and participate in activities under the project.	Social and Environmental	3	4	Ensured flexible schedule for activity implementation to minimise potential impact on outputs and ensured sequenced and timely implementation of project activities, with adjustments made where necessary.

b) Financial Report

Outputs	Total Project Budget (2023-2026) US\$	Total Project Expenditure (2023-2025) US\$	Total Project Balance (full project period) US\$	Utilization % (full project period)	Budget 2025 US\$	Utilization 2025 US\$	Utilization 2025 %
Output 1: PIC Legislatures and Legislators have the capacity and capability to effectively legislate and conduct oversight							
<i>Activity 1.1: Technical support provided to MPs and staff, esp. through implementation of workshops on selected key thematic areas and development of key resource material</i>	455,482	486,240	30,758	107%	290,520	101,733	35%
<i>Activity 1.2: Knowledge and skills of MPs and staff are enhanced through exchanges with selected legislatures</i>	378,000	262,432	115,568	69%	84,240	96,905	115%
<i>Activity 1.3: Legislatures, especially committees, have access to tools and resources improving the quality of legislation and oversight (e.g. through budget analysis by the Floating Budget Office and support by the Floating Legislative Drafting Office)</i>	594,000	377,306	216,694	64%	145,800	137,230	94%
Output 1 Sub Total	1,427,482	1,125,978	301,504	79%	520,560	335,868	65%
Output 2: Transformed systems have strengthened and modernised the operations of PIC Legislatures							

<i>Activity 2.1: Technical assistance to PICs legislatures to review and amend their internal procedures, develop and implement Strategic Plans and business continuity plans</i>	492,000	521,579	29,579	106%	178,200	438,095	246%
<i>Activity 2.2: Transformation of internal IT systems in line with international legislative standards and national digital infrastructure for the improvement of services to both internal and external stakeholders</i>	648,000	331,872	316,128	51%	129,600	292,726	226%
<i>Activity 2.3: Regional platforms and networks promoting exchanges between PICs legislatures are developed and piloted</i>	432,594	458,031	25,437	106%	108,000	(523,036)	(484%)
Output 2 Sub Total	1,572,594	1,311,481	261,113	83%	415,800	207,785	50%
Output 3: Public trust in PIC Legislatures is increased through citizen engagement and transparent processes							
<i>Activity 3.1: Gender is mainstreamed through PICs legislatures and training programmes strengthening women's understanding and access to PICs legislature are implemented</i>	356,400	359,183	2,783	101%	97,200	243,080	250%
<i>Activity 3.2: Open Parliament Action Plan developed and implemented with specific emphasis on increasing transparency of legislative work and promoting engagement of citizens</i>	345,600	327,017	18,583	95%	102,600	320,983	313%
<i>Activity 3.3: Civic Education and Outreach programme are developed and implemented in both remote and urban centers</i>	540,000	258,239	281,761	48%	109,534	29,360	27%
Output 3 Sub Total	1,242,000	944,439	297,561	76%	309,334	593,422	192%
Output 4: Effective technical advisory services and project implementation							
<i>Activity 4.1 - TA & Evaluation</i>	1,949,406	1,457,076	492,330	75%	456,200	610,641	134%
Output 4 Sub Total	1,949,406	1,457,076	492,330	75%	456,200	610,641	134%
Grand Total	6,191,482	4,838,974	1,352,508	78%	1,701,893	1,747,716	103%

