



PROJECT DOCUMENT

[Country name, or Global/Regional Project]

Project Title: Pacific Parliamentary Effectiveness Initiative – Phase 3 (PPEI 3)
Project Number: 01003411
Implementing Partner:
Start Date: 2024 **End Date:** 2029 **PAC Meeting date:** 18 October 2024

Brief Description
Briefly describe the overall development challenge and the expected results of the project. The Pacific Islands Parliaments are all unique in their set-up and practices, mirroring the co-existence of human rights as defined in their national constitutions and those realised through traditional customs in each PIC. That being said, there are many commonalities: Pacific Islands parliaments tend to be young, and relatively small parliaments. The parliaments supported under PPEI 3, the Cook Islands, Kiribati, Niue, Solomon Islands, Tonga, and Vanuatu Parliaments are Westminster-style parliaments that have limited resources and are dominated by their executive counterparts. Representation of women, youth and people with disabilities (PWDs) remains low, and parliaments struggle to engage the public in their work. The parliaments depend on development partner assistance for their institutional development. PPEI 3 builds on previous phases of support in assisting beneficiary parliaments to progress towards being more effective, representative, inclusive, and accessible in their law-making, budget and oversight. To this end, the project will support parliaments in improving their cooperation with their governments, strengthening their legal and procedural basis, improving their committee systems, and developing effective approaches to bill review, budget review, and oversight. It will foster civic engagement, strengthening public participation in the work of parliament. It will continue fostering regional Pacific integration. The project will strengthen parliament’s ability to develop sustainably, to plan and deliver parliamentary services, and to build important knowledge, skills, and abilities of staff and MPs without overreliance on development partner support. The project will help parliaments become more representative of women, persons with disabilities and other marginalized groups, as well as more transparent, accessible and effective in facilitating public participation. It will work with women, youth, and PWD leaders, activists, and champions inside and outside of parliament to empower their political leadership. The project will also help parliaments engage more effectively with the public and civil society. The project is a five-year initiative, implemented by UNDP under its direct implementation modality, and funded by New Zealand’s Ministry of Foreign Affairs and Trade.

Contributing Outcome (UNSDCF, CPD, RPD):
MCP Output 3.2: Institutions and systems accelerate inclusive development through responsive, participatory, and transparent governance processes.

Total resources required:	US\$7,179,162	
Total resources allocated:	UNDP TRAC:	
	Donor:	MFAT New Zealand
	Government:	
	In-Kind:	
Unfunded:	Fully funded	

Indicative Output(s) with gender marker¹: Output 1. Parliamentary committees and plenaries cooperate more effectively with governments through improved procedures and practice in law-making, budgeting, and oversight – GEN 2 Output 2. Parliaments use scarce resources more effectively, providing the required knowledge and services to their MPs and parliamentary bodies – GEN 1 Output 3. Women, and PWDs are better represented and able to exert political leadership through the parliament and its bodies. – GEN 3 Output 4. Parliaments better inform and engage women, youth, PWDs, marginal groups and the wider public in their decision-making – GEN 2		
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Agreed by (signatures)²:

UNDP	UNDP	MFAT
DocuSigned by:  6835C56A2FBF485... Tuya Altangerel Print Name: Date: 06-Nov-2024	DocuSigned by:  851B39B18BB94FA... Aliona Niculita Print Name: Date: 07-Nov-2024	Signed by:  CF951451240F4D0... Print Name: Date: 11/25/2024

¹ The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

² Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Pacific Island Countries (PICs) are a diverse region in terms of their heritage, languages and culture, their state of economic and human development, and their political traditions. They share, however, a number of commonalities that affect and pose challenges to the effectiveness of their governance and their sustainable development:

PICs are geographically remote with small populations spread over large geographic areas with limited economic and digital connectivity (both across the region and with other world regions). As a result, PIC economies struggle to access world markets and many PICs rely on development partners to sustain critical public governance and service delivery. The PICs who could benefit so much from digitalizing their economies and governments fall well below the average global e-governance score.³

PICs are all disproportionately vulnerable to and affected by the consequences of the triple planetary crisis of climate change, pollution, and biodiversity loss. One lesson of the COVID-19 pandemic is that digitalization of the PICs government and parliament institutions is vital to ensure business continuity in situations of natural or man-made disaster.

PIC societies tend to be conservative, with strong kinship relations and customary institutions. They struggle with the lack of opportunities for women, youth, people with disabilities, and people living in remote areas to participate in political life. In 2023, women’s descriptive representation in the Pacific Island Countries and Territories – that is, their presence in the chamber as elected MPs - remained low. Women held 6 per cent of seats and were not present as Members in parliaments in three countries.⁴This is separate from a broader question about substantive representation – that is, how women’s interests and perspectives are brought into parliamentary debates by MPs of all genders.

Politically, many PICs do not have a well-entrenched political party system and politics is often personalized, with high turnover, fluid coalitions and less stable governments. Corruption is fairly high.⁵ PICs are (comparatively) young parliamentary democracies, with parliaments that are developing. All beneficiary parliaments are Westminster-style institutions, where cabinet ministers are selected from among the sitting MPs. The parliaments tend to be small, ranging from as few as 16 members in Tuvalu to 51 members in Vanuatu (see Figure 1 below for information on the composition of PPEI 3 focus parliaments). PIC parliaments are closely engaged with each other and the legislatures of Australia and New Zealand. They are, however, less active in relevant global fora such as the Inter-Parliamentary Union (IPU) and Climate Parliament.

UNDP has been supporting PIC Parliaments to fulfil the core functions of law-making, oversight and representation. The Pacific Parliamentary Effectiveness Initiatives Project (PPEI) is implemented alongside a number of other parliamentary strengthening projects in a portfolio approach. It has been implemented in two phases since 2016. Phase 3 of the project will support the Cook Islands, Kiribati, Niue, Solomon Islands, Tonga, and Vanuatu parliaments as focus beneficiary parliaments.

PPEI 3 Focus Parliaments	# Members	# Women Members	# parliamentary Staff	Elections expected
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³ UNDP, Multi-country programme document for the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu (2023-2027), 2 December 2022.

⁴ IPU/ UN Women, Women in Politics 2023, <https://www.ipu.org/resources/publications/infographics/2023-03/women-in-politics-2023>

⁵UNDP, Multi-country programme document for the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu (2023-2027), 2 December 2022.

Cook Islands	24	6	10	2026
Kiribati	45	5*	25	2024
Niue	20	7	7	2026
Solomon Islands	50	4	100	2029
Tonga	28	2	60	2025
Vanuatu	51	1		2026

Figure 1 Composition of PPEI 3 Focus Parliaments

In the development of this project, the parliamentary portfolio team facilitated a stock-taking workshop with joint and individual sessions with all focus beneficiary parliaments. This included a joint review of the parliaments' institutional development against a self-assessment framework based on the IPU's global indicators for democratic parliaments – which map progress against seven dimensions of parliamentary performance⁶.

PPEI focus parliaments have made progress in legal and procedural reform which have strengthened their independence, but they still require both greater autonomy from and improved coordination of work with their executive governments. All focus beneficiary parliaments have limited control of their parliamentary budgets, which are included in the national budget and subject to the same restrictions as the budgets of other budget organizations. Only the Vanuatu and Tonga parliaments have full control of their staff. In the other focus parliaments, staff are part of the civil service. In the Solomon Islands Parliament staff are routinely transferred away from the parliamentary service which undermines the effectiveness of the parliamentary administration.

Executive dominance of the parliaments extends to the determination of parliamentary business in most parliaments - in others, notably in Tonga, the Speaker calls parliament into session. In Vanuatu, the government uses the instrument of extraordinary sessions to ensure their business is dealt with.⁷ Where business committees exist, they do not lead on determining business in practice and the opposition has limited influence on parliamentary business. All focus beneficiary parliaments sit for a comparatively limited number of days: between 4 and 6 weeks per annum. In all beneficiary PICs, governments do not yet produce a reliable legislative agenda which would permit parliaments to predict and prepare for peak workloads.

Parliaments have become increasingly active in law-making, oversight and representation. MPs in most beneficiary parliaments have ample resources for their constituency work, and in the Solomon Islands, and Tonga play significant roles in executive governance through the allocation of constituency development funds.

With support from initiatives such as the PPEI's Floating Budget Office, the parliaments of Tonga, the Solomon Islands, and Vanuatu have had improved access to information on the draft budget during budget review. All PPEI 3 focus parliaments have public accounts committees which review budget proposals and audit reports of the government's accounts. All parliaments rely on the cooperation of their country's supreme audit institution (SAI) in budget oversight. While this is working well, SAIs in all focus countries lack independence from government.

The role and opportunities for opposition members in parliament are limited. While all parliaments – with the notable exception of the Tonga Parliament – recognize the position of the leader of the opposition, party caucuses do not exist, and the role of the opposition in business management, and in the leadership of committees is very limited in all beneficiary parliaments. MPs are elected directly from single-seat constituencies, political parties tend to be weak, and many MPs succeed as

⁶ Inter-Parliamentary Union, *Indicators for Democratic Parliaments*, October 2023, available at: <https://www.parliamentaryindicators.org/>

⁷ Through its majority, the government can freely determine the agenda of extraordinary sessions, unlike ordinary session which have fixed features such as question time.

independents, and MPs crossing the aisle are frequent occurrences, often leading to instability in parliamentary majorities and governments.

All focus beneficiary parliaments have made progress in developing their committee systems, but challenges remain in utilizing committees for bill review and oversight. All focus parliaments are comparatively small Westminster-style parliaments, where government cabinet ministers retain their seats in parliament. This leaves few members who are available for committee work, in particular in the Cook Islands and Niue parliaments. In Niue, the parliament struggles to attract qualified staff to support its committees. In The Vanuatu parliament, committees cannot determine their own business but are bound by work plans approved by the parliament's plenary. In the Tonga and the Solomon Islands parliaments, committees have limited powers of inquiry -to enforce requests for documentation or compel witnesses. In Tonga, specifically, government ministers sit on committees which makes line ministry oversight problematic. In the Kiribati parliament, committees have no role in bill review. In the Vanuatu Parliament, standing and select committees have not been involved in bill review in the current and the previous parliamentary term. In all focus parliaments, committee oversight of the government focuses on the budget oversight activities of the PAC. the Vanuatu parliament has developed guidelines for committee inquiries, but these are not yet put into practice. In the focus beneficiary parliaments, committees do not yet practice policy oversight of line ministries.⁸

All focus beneficiary parliaments have made progress in being transparent. Most parliaments, with the exception of the Tonga and the Solomon Islands parliaments⁹, routinely publish all bills, committee reports, and agendas on their websites. The Cook Islands parliament is particularly notable for its transparency. In all parliaments, plenary sessions are public and most broadcast their plenary sessions in audio and/or video via the public broadcaster or via social media channels. Parliaments provide access to media. Parliaments conduct outreach and civic education, but activities are limited by resource constraints. As have the other parliaments in the project, the Cook Islands parliament and the Niue parliament have requested more support in strengthening outreach and civic education.

All parliaments have considered measures to improve the accessibility of parliament for PWDs. The Cook Islands Parliament's investment in barrier free access to the Chamber and the visitor's paces is particularly noticeable and may serve as a model to the other parliaments.

Parliaments are responsive to the big issues facing PICs. Climate change and sustainable development are on the agenda in most parliaments of the region, in particular in Tonga. Tonga and Kiribati parliaments are planning SDG self-assessments, and the Solomon Islands Parliament has considered climate impact in their most recent budget review. Through the Pacific Islands Parliaments Group (PIPG), focus parliaments drive forward the climate and sustainable development agenda at the regional level.

Focus parliaments still struggle with representation and public participation. The share of women MPs in the Pacific region parliaments is the lowest in the world (see table 1 on data for women representation in PPEI 3 focus parliaments). Women in parliament are not yet effective in championing gender equality. Both reserved seats in parliament and voluntary special measures in political parties were on the agenda in the past but were not enacted in any of the focus parliaments. These are rejected as divisive and counter-productive by all beneficiary parliaments. In addressing these issues, the project may build on approaches in place: In the Niue Parliament there is a Women Parliamentarian Alliance of six women members. Parliamentary engagement of women organizations and civil society more broadly is ad hoc and often development-partner driven. Beneficiary parliaments have only just begun engaging people with disabilities in their work.

Parliaments have embraced strategic planning as a tool to manage their institutional development. All focus parliaments have strategic plans in place or under development. Parliaments report limited capacity to provide key parliamentary services such as research and committee support. Beyond

⁸ For the Cook Islands and Niue parliaments this would arguably not be feasible due to the limited number of MPs.

⁹ The Solomon Islands Parliament is in the process of redesigning its parliamentary website.

induction, focus parliaments are currently unable to address the professional development of their MPs and the capacity-building of their staff, and remain dependent on development partner support. The Cook Islands Parliament in particular indicated that it requires more technical and procedural capacity-building on a sustainable footing. Focus parliaments have made progress on digitalization of their work across public engagement, and document management but there are opportunities for further development in particular with a view to conducting remote or hybrid meetings.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

In the Pacific, UNDP has been supporting PIC Parliaments to fulfil the core functions of law-making, oversight and representation. UNDP delivers its support through a portfolio of projects including (1) The Pacific Parliamentary Effectiveness Initiatives Project (PPEI)– Phase 2, 2019 – 2024, (2) The Nauru Accountable and Inclusive Governance Project, 2021 – 2024, (3) Strengthening Legislatures’ Capacity in Pacific Island Countries Project – Phase 2, 2023-2026, and (4) the Fiji Parliament Support Project - Phase 3, 2022-2025.

The PPEI initiative has supported the PIC parliaments of the project which focused on peer-exchanges, procedural reform, regional integration, improved parliamentary capacity and performance on budgeting and oversight, parliamentary outreach, and women political leadership. The most recent PPEI Phase 2 has achieved notable successes in most of its areas of operation but also faced some challenges, as identified in the project final evaluation.¹⁰ The project has helped parliaments improve their procedural frameworks, advance their digitalization and transparency, and drive forward regional parliamentary integration. The project has not achieved its objectives on supporting greater women representation in beneficiary parliaments.

The evaluation report made a number of recommendations, most notably to:

- Conduct a stock-taking exercise for designing PPEI Phase 3.
- Give beneficiary parliaments better ownership through a project board mechanism.
- Support MP and staff capacity-building more comprehensively and sustainably.
- Develop a demand-based approach to strengthening public engagement, inclusion, and participation of women and vulnerable groups.
- Develop new approaches to delivering assistance including peer exchanges, in situ, and hybrid delivery.

The results of the stock-taking exercise, and the recommendations from the PPEI 2 evaluation inform the design of PPEI 3. Based on these, a problem analysis of root and underlying causes, and symptoms of parliamentary weakness emerge as depicted in Figure 1. These conditions form a vicious cycle that perpetuates the observed weaknesses in parliamentary performance. Weak, and under-resourced parliaments that are dominated by governments, and do not adequately represent society underperform their parliamentary functions. Not exerting any meaningful influence on government policy, resource allocation and service delivery, they fail to attract the interest and engagement of the

¹⁰ Philipp Annawitt, *Pacific Parliamentary Effectiveness Initiative Phase 2 – Final Project Evaluation*, April 2024.

public. This in turn undermines their autonomy from government, and their ability to command the

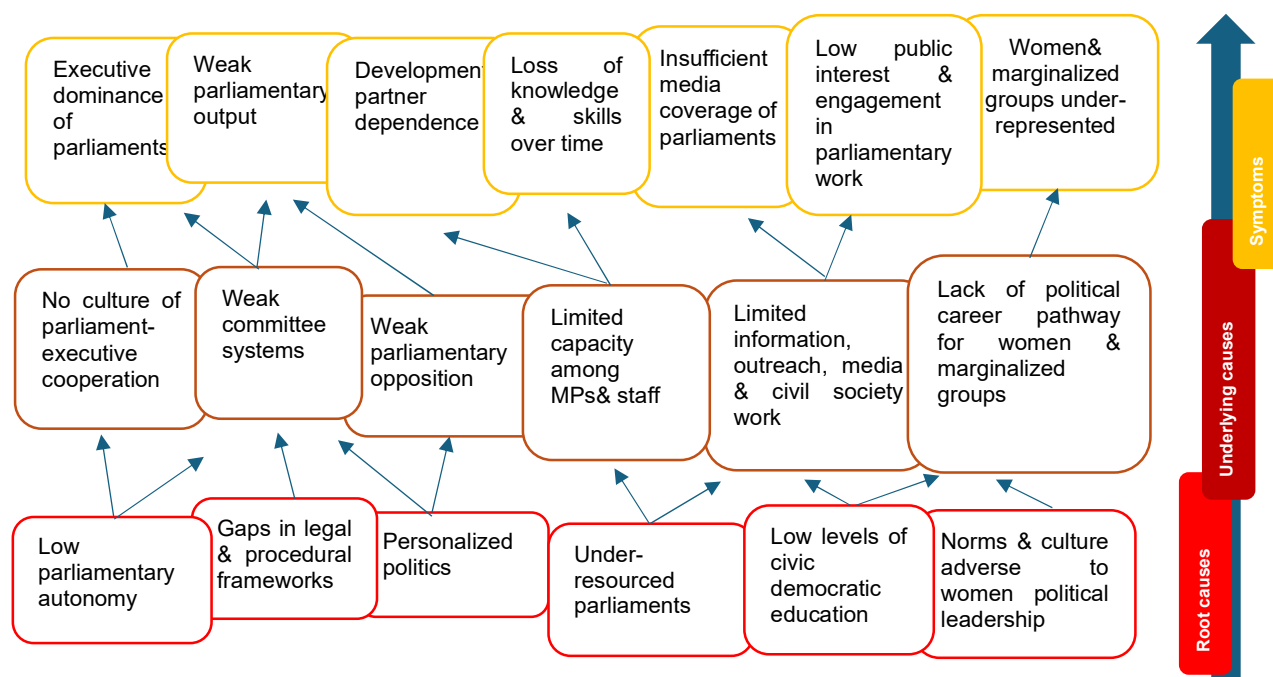


Figure 2 . Problem Analysis for PPEI 3, root, and underlying causes, and symptoms of challenges in parliamentary governance in the Pacific

resources they need to develop.

PPEI 3 will intervene to strengthen parliaments strategically to break this vicious cycle and progress towards improved parliamentary performance, and, ultimately, better development outcomes.

The theory of change underlying the project intervention posits that:

IF parliaments are able to build and retain across electoral cycles the abilities of their MPs and staff to perform their respective core mandates,

IF parliaments have the necessary (analogue & digital) resources and procedures for improved committee and plenary work and for improved public information, education and engagement,

IF women, youth and persons with disabilities have the necessary opportunities, knowledge, and resources to run for elected office, and

IF civil society organizations representing women, youth and persons with disabilities have the resources and capacity to advocate for increased participation and political leadership,

And IF parliaments have the means and opportunity to work with governments on improving legislative-executive coordination and cooperation,

THEN women, youth and persons with disabilities will be increasingly represented, influence the parliamentary agenda, and actively participate in the parliamentary processes of budgeting, legislative review and oversight,

AND parliaments will be able to improve both the technical quality and overall legitimacy of their budgeting, legislative review, and oversight outputs,

AND parliaments will be able to improve their autonomy and their cooperation with governments in law-making, budgeting, and oversight,

RESULTING IN an improved quality and inclusiveness of policies, budgets, and laws, and public services,

AND improved legitimacy of parliaments in the eyes of the people,

CONTRIBUTING significantly to inclusive and sustainable development in line with the PICs sustainable development strategies and the Strategy for the Blue Pacific Continent, 2050.

The theory of change relies on the following **assumptions**:

1. Both parliaments and governments are willing to deepen their engagement to improve the way they perform their functions and to be responsive to the public. The project assumes that there is a commitment among both branches of government to improve capacities and practices for better performance.
2. The parliamentary political and administrative leadership and senior MPs are committed to making parliament more representative and are open to and supportive of increasing the engagement of the public with parliamentary processes.
3. The Pacific region remains peaceful and politically stable, and governments remain committed to the fundamental principles of democracy, the respect for human rights, and sustainable development.

The theory of change of PPEI 3 is depicted in Figure 2.

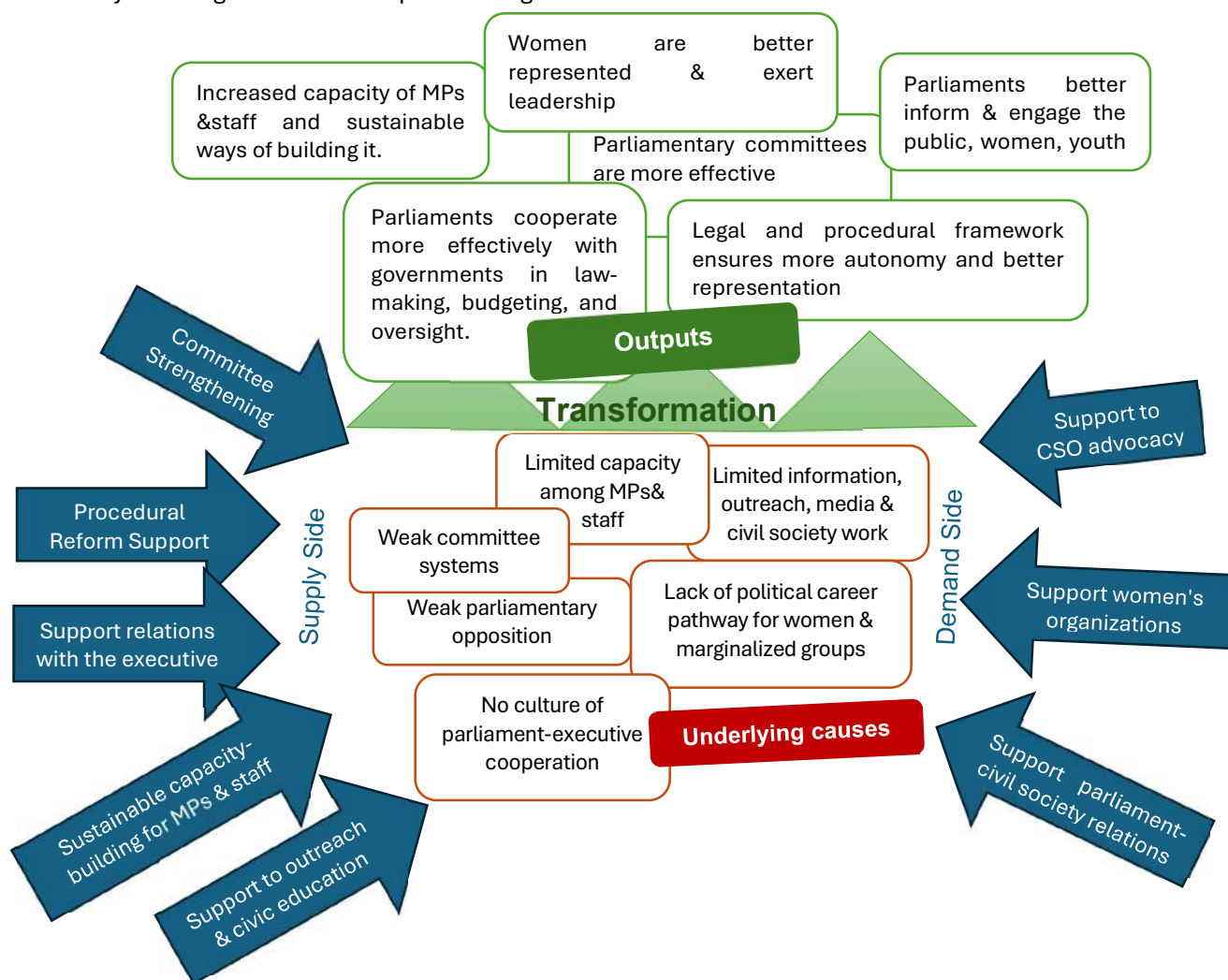


Figure 3 PPEI 3 Theory of Change

The project will strengthen the capacity of the focus parliaments to improve their performance and develop more sustainably. However, to bring about the required transformative change in the wider

governance system, the project will reach beyond the parliamentary institutions. It will engage also with governments in improving legislative- executive cooperation. It will also engage with civil society and the media to strengthen public engagement and participation in parliamentary processes – the “demand side” of parliamentary governance - and to create a favourable environment for increased women political leadership and representation of youth and PWDs in parliaments, and an overall improved responsiveness of parliaments to the needs of society, including a focus on climate change, and sustainable development. The project will work with women, youth, and PWD civil society and community leaders to support their political leadership, awareness raising, advocacy, and their candidacies for elected office. To identify and engage these leaders, the project will work with regional and national CSO networks based on a specific community engagement plan to be developed by the project.

A major focus of the project will be to increase the sustainability of parliamentary development in the focus countries, building on and adapting the successful modalities of PPEI Phase 2.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

PPEI III will contribute to the achievement of **UNDP Global Strategic Plan (2022-2028) 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 outcome of the project will be to make a significant contribution to achieving the **UNDP Multi-Country Programme Document for the Pacific Islands¹¹ (MCP) Output 3.2:** Institutions and systems accelerate inclusive development through responsive, participatory, and transparent governance processes. Progress against this output is measured by three parliament-relevant indicators: 3.2.3. *Number of parliament committees with improved capacities that are conducting inclusive, accountable law-making and oversight;* 3.1. *Number of countries with increased proportion of seats held by women in (a) national parliaments, and (b) local governments;* and 3.3. *No. of countries with increased positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups.*

The project will mark progress towards the following **Project Outcome: Parliaments are more effective, representative, inclusive, and accessible in their law-making, budget and oversight.**

The outcome refers to clear improvements of both parliaments’ capacities and practices over the status quo: Increased effectiveness refers to the parliament’s ability to fulfil its core functions of law (and budget) making, oversight, and representation. Increased representation implies a closer match of the composition of parliaments to society at large, in particular with regard to the representation of women and youth, through providing opportunities to members of these groups to exert political leadership, including by standing in elections. Inclusiveness implies an improved performance of including marginalized groups such as women, youth, and people from remote communities and PWDs in parliamentary work, ie in committees through inclusive inquiry process protocols, in parliamentary administration through inclusive human rights policies, and through better parliamentary outreach to

¹¹ UNDP, Multi-country programme document for the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu (2023-2027), 2 December 2022.

these groups to engage them. Accessibility refers to the openness of parliaments to physical access for all groups in society, including through the removal of barriers for PWDs, the putting in place of visitors programmes, and the facilitation of public participation in parliaments' (mostly committee) deliberations, where citizens (or civil society organizations) provide input directly into the decision-making process.

The project will ensure that its support is closely aligned to the individual sustainable development plans and strategies of the beneficiary parliaments (and their countries more broadly), and the priorities of the Strategy for the Blue Pacific Continent, integrating across all its outputs a consistent focus on addressing the triple planetary crisis, advancing gender equality and women empowerment (GEWE), and leaving no one behind.

The project will produce the **following outputs**:

Output 1. Parliamentary committees and plenaries cooperate more effectively with governments through improved procedures and practice in law-making, gender-responsive budgeting, and oversight.

Under this output, the project will address parliamentary effectiveness in performing their core functions through improved working mechanisms. To improve on performance, parliaments will need primarily to make better use of their committee systems, and to cooperate more effectively with their governments in law-making and oversight.

Activity Result 1.1 Parliamentary committees have improved procedures and practice in law-making, budgeting, and oversight and for cooperating with governments

PPEI 3 will continue to support to ensure gender responsive budget reviews and oversight through parliamentary procedure reform and engagement with governments on reforming how government and parliaments cooperate in law-making, oversight, and gender-responsive budgeting. PPEI III will expand (over PPEI II) the focus of developing the committee systems of the beneficiary parliaments, with procedural support, capacity-building, and support to parliamentary committee inquiries. The project will support the implementation of a best-practice inquiry approach that includes public participation and ensures cross-cutting issues of gender impact and environment impact are taken into account in bill review and oversight. PPEI will continue its support to budget review and oversight, including through the Floating Budget Office (FBO), with a view to making the FBO review and oversight more transparent, inclusive and sustainable for transparent and informed decision-making. The project will further support regional parliamentary integration in the framework of the Pacific Islands Parliaments Group (PIPG). It will also support international parliamentary diplomacy with a focus on Pacific priorities such as addressing climate change. The project will facilitate the participation of beneficiary parliament MPs and staff in regional events, where these align with the PPEI programmatic priorities.

Indicative project activities:

- Strengthen committee systems and practices and support inquiry processes
- Support parliamentary procedure reform and legislative executive relations
- Support gender-responsive parliamentary budget review and oversight through the FBO
- Support parliamentary diplomacy and regional parliamentary integration

Output 2. Parliaments use scarce resources more effectively, providing the required knowledge and services to their MPs and parliamentary bodies.

Under this output, PPEI III will support parliaments in putting in place and maintaining the necessary support and services their MPs require to perform more effectively. The focus will be on training and professional development of MPs and staff, and the planning and delivery of improved services.

Activity Result 2.1 Parliaments plan better and manage results-based the delivery of parliamentary services to their MPs and parliamentary bodies.

The project will provide support in improved planning and result-based management. This will include supporting parliaments to develop and implement their strategic plan based on an understanding of

the service needs, the parliament, its work bodies and MPs. This will also include support to integrate business continuity planning to allow parliaments to better deal with emergency situations. The project will support parliaments in building capacity of staff, and knowledge and skills of Members in a sustainable manner. PPEI III will support all parliaments to flexibly find solutions in conducting capacity-building of staff and professional development of MPs in sustainable ways with less reliance on international partners. This will include building national parliamentary training capacities for essential knowledge and skills, and regional cooperation in training, in particular for MP induction. The project will also explore how pooled resources (as in the FBO) may be used by the parliaments to deliver other specialist parliamentary services at reduced cost. It may also include exploring how parliaments and governments may cooperate in training for the parliamentary and wider civil service. The project will expand its support, commenced in PPEI II to the digitalization of parliaments with a view to improving how parliaments conduct their business in the plenary and committees, how they deliver services, and how they inform and interact with the public. The experience with COVID-19 has shown that digitalization of parliamentary business is also key for business continuity to cope with the consequences of future natural or man-made disasters.

Indicative project activities are:

- Support strategic planning and results-based management processes for improved service delivery
- Support induction and MP professional development for core parliamentary duties
- Support sustainable training and capacity-building solutions serving MPs and staff
- Support the digitalization of parliaments

Output 3. Women, youth, and PWDs are better represented and able to exert political leadership through the parliament and its bodies.

Under this output the project will support parliaments in being more representative and inclusive of their constituents, in particular women and people with diverse disabilities. The project will complement support to the leadership of sitting women MPs with empowering women and PWD leaders in communities and civil society to more actively participate in parliamentary governance and mentoring leaders to play a role in national governance. In addition to advancing MPs knowledge on improving accessibility and inclusive environments for marginalised groups.

Activity Result 3.1 More women, youth, and persons with disabilities have the necessary knowledge, skills, and opportunities to participate meaningfully in parliamentary decision-making.

The project will work with women, youth, and PWD civil society and community leaders to support their political leadership, awareness raising, advocacy, and their candidacies for elected office - leveraging the UNDP's Pacific Office and the UNDP Samoa Multi Country Office (MCO)'s democratic governance, prosperity and planet programme portfolios existing relationships with civil society and community-based organizations across the beneficiary countries. The project will also support and facilitate sitting women, youth and PWD MPs political leadership by providing opportunities for professional development, regional networking, and support to advocacy and political action.

Indicative project activities are:

- Support women MP advocacy, professional development and networking
- Build the capacity of women and PWD and youth activists and potential candidates
- Facilitate partnerships between parliamentary leadership and disability organizations to collaborate on initiatives aimed at strengthening knowledge of accessibility and inclusion in parliamentary decision-making.
- Provide training for MPs on key disability principles grounded in human rights-based approaches and the principle of "Leave No One Behind" (LNOB).

Output 4. Parliaments better inform and engage women, youth, PWDs, marginal groups and the wider public in their decision-making.

The output will address the transparency and the engagement of parliaments with the public. Support to public information provision and parliamentary outreach will be complemented by strengthening the demand side of parliamentary governance: providing capacity-building and support to civil society in beneficiary countries to actively engage with and participate in parliamentary processes.

Activity Result 4.1 Parliaments have the required knowledge, capacities and relationships to societal actors to effectively engage, inform and obtain feedback from the public, including marginalized groups in their decision-making

The project will continue PPEI II's support to parliamentary outreach and civic education initiatives, with a focus on reaching youths, PWDs and marginal groups in remote communities. This will also include support to parliamentary provision to the public of information and the opportunity to participate in parliamentary committee consultations. This will include support to building parliamentary websites and social media channels. On the demand side of democratic governance, the project will work with civil society networks and the media to provide information and education on parliamentary governance in the Pacific and facilitate improved access to parliaments for better advocacy and participation and expanded media coverage of parliamentary business respectively. This may also include the building of institutional relationships between parliaments and the civil society networks and media active in the beneficiary countries and across the Pacific, and using civil society partners in advising parliaments in their institutional outreach including the use of digital tools.

Indicative project activities are:

- Support parliaments' outreach, civic education, and public information planning and activities, in particular to women, youth and PWD.
- Support civil society's relations with parliaments and participation in parliamentary work
- Support media engagement with parliaments

The project's results framework is summarized in Figure 2 below.

Cross-cutting issues such as gender equality, climate change and environmental protection, and sustainable development and leaving no-one behind will be mainstreamed across all project outputs. For instance, climate budgeting and SDG budgeting (including alignment of funding with the Strategy of the Blue Pacific Continent) will be a continued focus of the FBO support processes. Environmental and sustainability focused NGOs will be supported in engaging with parliament. And the global climate change agenda will be a focus for support to expanding the PICs' parliamentary diplomacy.

Resources Required to Achieve the Expected Results

The project is a 5-year intervention implemented jointly i.e. as part of the Pacific Office's Parliamentary Strengthening Portfolio and the MCO Samoa. The project will be implemented by the portfolio team alongside SLIP with which it overlaps in terms of beneficiaries: the parliaments of the Solomon Islands, Kiribati and Vanuatu receive support under both projects.

The Office has strengthened the **portfolio management team**, which will benefit PPEI 3. The portfolio technical team has now two dedicated technical specialists, a parliamentary development technical specialist, and an inclusive parliaments specialist (the latter at 50%). It has four project analysts based in Fiji, the Federated States of Micronesia, the Solomon Islands, and Samoa. and that will fulfil both project administration and technical duties. This will allow the project to introduce new modalities for delivering technical assistance. Some of the management challenges of PPEI 2 will be addressed in the current phase through the expansion of the project management team. The portfolio will have full time

project manager and a Monitoring, Evaluation, Learning and Knowledge Specialist to ensure adequate project management, progress monitoring, and knowledge management for PPEI 3.

In implementation, the project will continue to contextualise and apply the **successful modalities** of PPEI 2, draw on best practice on what works in each country and for delivering its technical assistance: This will include the engagement of (successful) long-term advisors in the key intervention areas of strategic planning and results-based management, procedure development, ICT development, committee development, public financial management, and regional integration on consultant contracts. Long term advisors will support the technical team in work stream development, and in the design and implementation of activities, including in supporting institutional change as well as in supporting MP and staff learning. To access both **specialized and short-term technical advice** UNDP will draw on the resources of the **IPU** under the global MoU.¹² The modality of cooperation with the IPU will be determined by both parties.

The project will also continue to use the modality of peer-learning – through regional exchanges among beneficiary parliaments and with other legislatures. The project will continue to benefit in this regard from the close cooperation with partners such as the Parliament of New Zealand, the Tai a Kiwa project, the Australian Legislatures Twinning Programme, and the IPU, to access specialized resources for technical assistance.

PPEI 3 will continue to innovate in solving problems and finding solutions: The project will build on the **investments into digitalization** of PPEI 2 to deliver more hybrid in-presence and digital assistance, relying on the project's core team and, where applicable, local consultants to co-facilitate activities with technical advisors and other partners joining remotely. This is expected to reduce the transaction costs of a number of activities and provide more options for delivering learning beyond workshops (see below).

PPEI 2 has had mixed experiences with the **use of local coordinators** who were originally contracted during the COVID-19 lockdown period to implement activity with beneficiary parliaments locally. In PPEI 3, the project will continue to use local experts and meet the needs of the individual parliaments – such as in Kiribati, and otherwise rely on project team members, e.g. the analyst based in the Solomon Islands for local support.

All delivery of technical assistance will proceed from a **shared understanding of how MPs and staff acquire and use knowledge and skills** in the parliamentary workplace, how institutional rules and processes are reformed, and what impact that has on outputs. While PPEI was adept at supporting gradual and longer-term institutional change in particular with regard to parliamentary procedure, the project lacked a comprehensive shared understanding with beneficiaries on parliamentary learning. This contributed to a culture of ad hoc training support by PPEI that was not always sustainable.¹³ For learning, this will involve a shift away from an event-centered approach to delivery to a broader set of modalities where activities will be tailored to the working realities of the beneficiaries. Delivery will be designed to meet the knowledge-building and skills-building objectives of the requisite activities, be based on more systematic approaches – like the design and implementation of competency-based curricula through continuous programmes that may feature self-guided learning, workshops, and learning and mentoring elements rather than one-off workshops. This adaptation will complement the project's focus on building **sustainable learning solutions** for parliaments. The project will work with parliaments, partners in civil society, universities, and the government in developing solutions on how parliaments can develop and conduct learning activities for foundational competencies of MPs and staff in house, or in the spirit of a "Floating Learning Centre", in cooperation with their peer beneficiary

¹² See IPU, *New IPU-UNDP MoU signals strengthened cooperation*, 7 December 2017, <https://www.ipu.org/news/news-in-brief/2017-12/new-ipu-undp-mou-signals-strengthened-cooperation>

¹³ See Philipp Annawitt, *Pacific Parliamentary Effectiveness Initiative Phase 2 – Final Project Evaluation*, April 2024.

parliaments. To deliver this work, the project will partner with a specialist adult learning institution to support both the institutional development and learning system design.

The project will support the parliamentary administrations in **service planning**, whereby the planning and results-based management of institutional development are approached from a perspective of the services that the parliaments, the MPs, the parliamentary bodies, and the public require from the parliamentary administration. For parliamentary staff, the design of the learning system will be orientated towards the service needs of the parliament and service planning and learning planning support will be integrated.

To strengthen the representation, inclusion and participation dimensions of parliamentary governance under outputs 3 and 4, the project will engage women, PWD and youth, advocacy, civil society and community leaders, support their professional development, and their engagement with parliament. To implement this work – to identify leaders, manage relations and engagement of communities and CSOs, **UNDP will partner with the regional civil society network PIANGO, Pacific Disability Forum and national civil society networks** in the Solomon Islands, Tonga, and Vanuatu, and the Cook Islands, and engage them as responsible parties for activity implementation.

The project will also partner with the **UNDP Pacific and Samoa Accelerator Labs** in implementing a number of innovative outreach and civic education pilot activities with parliaments targeted at youth – such as civic escape rooms, social media literacy workshops, podcast series, and digitally supported youth parliament activities.

The project will **procure limited equipment to support the digitalization of parliaments**, in particular the parliaments of Cook Islands, Tonga and Niue which do not receive support under the SLIP project or other development partner interventions. Equipment purchased will be laptops for administration use, in particular for committees and end user equipment (tablets) for MPs in those parliaments where the document management systems are ready to support digital access of MPs to parliamentary documentation. As the price of capable tablets has come down with technological advances in the last few years, the shift to electronic document management in the administration and the parliamentary bodies has the potential to realize significant cost saving for parliaments, in addition to being environmentally friendly.

The project will receive **support from the UNDP Pacific Office** in terms of office space, access to vehicles, ICT and productivity support and procurement and human resources services, as well as quality assurance. The project will receive advisory support from the **Bangkok Regional Hub** and UNDP's global community of practice in parliamentary strengthening.

Partnerships

The project is a 5-year intervention implemented as part of the Pacific Office's Parliamentary Strengthening Portfolio, through UNDP's **direct implementation modality (DIM)**.

The **Pacific Office's Parliamentary Strengthening Portfolio** manages four projects with more than ten beneficiary parliaments through shared resources. The project will benefit from close integration at both the activity and strategic levels with the Strengthening Legislatures in the Pacific Project (SLIP) and the Fiji Parliament Strengthening Project (FPSP). With both projects, the PPEI will implement shared activities in particular in the intervention areas of committee development, budget oversight, and digitalization. The project will also closely collaborate with other projects implemented by the Pacific Office's Democratic Governance programme, in particular with the Vaka Pasifika project. This project works intensively on strengthening SAs and civil society in playing their roles in public financial management the region, and PPEI 3 will link up with the project's activities and leverage the project's existing relationships in supporting parliamentary budget review, budget oversight, and the parliaments' engagement of civil society. In particular, the project will work the regional and national civil society networks in all 5 focus countries to identify women, youth and PWD civil society

representatives and leaders to support and strengthen in their engagement in politics and with parliament.

In addition, the project will leverage the Pacific Office and the Samoa MCO's prosperity and planet programme's in-house expertise in supporting beneficiary parliaments in SDG self-assessments, and in addressing climate change through regional integration in the framework of the PIPG.

In addition to its implementing partnership with the IPU, the project will implement its technical assistance in close but flexible collaboration with other partner organizations active in supporting parliaments in the Pacific based on these partners' respective strengths. The **New Zealand Parliament, the Tai a Kiwa project**, and legislatures twinned with beneficiary parliaments under the **Australian Legislatures' Twinning Programme** will be partners in staff capacity-building, MP professional development, and in supporting the FBO.

PPEI Beneficiary Parliament	Twinned Australian Legislature
Vanuatu	Queensland
Solomon Islands	New South Wales
Tonga	Southern Australia
Cook Islands	Western Australia
Niue	Northern Territories
Kiribati	Australian Capital Territory

Figure 4 Twinning Arrangements of Australian Legislatures with PPEI beneficiary parliaments.

The portfolio management team will also increase the information exchange and coordination with these partners in these intervention areas, as recommended in the PPEI 2 evaluation. The project will coordinate its interventions with these partners and ensure a regular exchange of information through partner coordination meetings.

Risks and Assumptions

This section discusses the main risks in light of the theory of change and assumptions made therein. For a full description of risks and management responses review the project risk log in the Annex.

As outlined in Section II (strategy) of this document, the achievement of the project results through the theory of change relies on a number of assumptions about the basic relationships and attitudes of key project stakeholders. The project's Theory of Change assumes that both the beneficiary parliaments and governments are committed to improving their practices for better performance and to be responsive to the public. PPEI 3 further assumes that there is a basic willingness on both institutions to deepen their engagement and cooperation in order to improve the way they perform their functions. The project assumes that there is a commitment among both branches of government to improve capacities and practices for better performance. The project also assumes that the Pacific region more largely remains peaceful and politically stable, and governments remain committed to the fundamental principles of democracy, the respect for human rights, and sustainable development.

While these assumptions refer to factors that are fundamentally outside of the control of UNDP, the project will nonetheless seek to influence those factors conditional for the achievement of the project's objectives. The project will build on its existing relationships with government ministers (who are also MPs) and government institutions developed through previous support of induction, law-making, oversight and procedure development and ensure government counterparts are informed and involved in the design of activities strengthening law-making, and oversight, parliamentary development more broadly, and parliamentary-executive relations, in particular. The project will also invest in relationship-building between civil society and parliaments to build mutual understanding and trust to

increase the ability of parliaments and CSOs to work together productively and harness the benefits of public engagement in budgeting, law-making and oversight.

In the Pacific region, disasters are constant risk of disruption to the lives of the people and the work of institutions like the parliaments. PPEI Phase 2 has supported beneficiaries in ensuring the business continuity of their parliaments and in overseeing the governments in their responses to emergencies, ensuring democratic practice and fundamental rights are guaranteed. One element of the emergency assistance was the support to digitalization of parliaments and procedure review to ensure parliaments may meet remotely in emergency situations. PPEI 3 will continue this support and ensure business continuity plans are in place in beneficiary parliaments.

The project strengthens parliament's cooperation with their governments and with external partners in civil society to improve parliamentary effectiveness and inclusiveness which opens it up to risks of a relational nature: the risk of government – parliament cooperation being unproductive, and parliament-civil society breakdown not making progress based on differing perceptions and roles. The project will manage these risks by investing in active facilitation and expectation management, and in the case of civil society, choosing partners carefully. It will rely on the expertise of UNDP projects having worked on civil society engagement in governance, notably the Vaka Pasifika project.

The project will work with both parliaments and women and PWD leaders outside of parliament on political leadership. In both areas a conservative societal value system, and the lack of role models for transformative leadership may reduce beneficiary parliament commitment. The project will seek to link women and PWD MPs with leaders outside of parliament to create demand and resources for transformative leadership.

National elections will be held in 5 of 6 beneficiary countries during the project implementation, and paired with general political instability this poses certain risks of a lack of engagement of a reshuffled parliamentary (and government) leadership to the project. The project's board mechanism (which did not exist before in PPEI) allows the project to actively manage the relationships with the parliamentary leaderships and make limited adjustments. Where commitment can falter in one parliament, the project's regional approach and scope provides the opportunity to remain relevant even where progress in individual countries stalls due to instability or a change in circumstances for any one beneficiary parliament.

Stakeholder Engagement

PPEI 3's **primary target groups** are the **MPs and staff of the focus beneficiary legislatures** who will receive comprehensive support to improve the effectiveness, transparency, representativeness, and inclusiveness of their institutions. The project may support in individual activities the participation of representatives of further PIC parliaments on a case-by-case basis. Decisions on such inclusion will be made by the PPEI Project Board. The project builds on the excellent relations it has formed through the previous phases of the PPEI project. PPEI 3 puts a particular focus on engaging **women MPs, PWD, and young MPs** and seeks to support their political leadership. The project also seeks to support the women and PWD community and civil society leaders in engaging parliaments, and exercising leadership, and build their capacity for political leadership, including through political careers. PPEI will support **CBOs and CSOs** more broadly in engaging with parliament and participating in parliamentary business. In identifying and engaging women, PWD, CBO and CSO leaders, the project will partner with national and regional civil society networks, in particular PIANGO.

PPEI's **secondary target groups will be government** bodies of beneficiary PICs. The project will strengthen the cooperation of the executive governments with their parliaments, and thereby the effectiveness in law-making, budgeting, and oversight. The project's work streams on supporting parliamentary autonomy and budget oversight will also indirectly benefit the beneficiary PICs' SAs through better practices and cooperation with PACs.

Indirect beneficiaries of the project will be broader groups, including civil society organizations and media organizations that will benefit from increased information about and access to parliamentary processes, and youth and remote communities targeted with improved parliamentary outreach activities.

PPEI's potential social and environmental impacts on larger groups are reviewed in the framework of the project's social and environmental compliance review.

The project will actively **communicate its activities and results** to its stakeholder groups, including the indirect beneficiaries who stand to benefit from the project's outputs. To this end, PPEI will produce an integrated communication plan and conduct joint communications activities with the donor MFAT and PPEI's sister Tai a Kiwa project, a project with similar objectives implemented by the New Zealand Parliament.

South-South and Triangular Cooperation (SSC/TrC)¹⁴

The project will implement activities in close coordination with other parliaments in the Pacific region supported by the projects in the parliamentary strengthening portfolio.

Through its partnership with the IPU, the project will facilitate learning and exchange of practices with other parliaments in the Global South, including African, Caribbean and other Small Island Developing States' parliaments.

The project will continue to support Pacific parliamentary regional integration through supporting the PIPG and its coordination / integration with the Pacific Islands Forum. Through its support to the PIPG, the project will support current and emerging regional priorities, in particular climate change. The project's mainstreaming of SDGs into its activities will be oriented at the regional Pacific instruments, in particular the Strategy for the Blue Pacific Continent. On the key issue of climate change, the project will also facilitate exchanges beyond the Pacific with developing country parliaments and parliamentary networks such as Climate Parliament which face similar challenges in climate change adaptation and impact mitigation.¹⁵

Digital Solutions¹⁶

Digitalization of parliaments has been a priority for the previous project phase, and beneficiary parliaments have made progress and developed digitalization strategies and roadmaps. On the leading edge of digitalization is the Cook Islands Parliament., which publishes online the most complete set of documentation, has put in place infrastructure, and has updated its rules to allow for fully remote meetings of committees (but not yet the plenary session).

PPEI 3 will, alongside the sister SLIP project, support all beneficiary parliaments in reaping the benefits of digitalization for parliamentary governance. This will focus on the digitalization of document management for the administration and the MPs, which will bring effectiveness gains – with remote access of MPs to important session documents – and efficiency gains in terms of cost savings. Digitalization will also allow MPs and parliamentary committee staff in particular improved access to research and comparative practices which will benefit committee inquiry and budget review work. Importantly, the project's support to digitalization of the parliamentary output and the institutions'

¹⁴ Please see [Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation](#).

¹⁵ The Climate Parliament is an international multi-partisan network of 2,000 legislators working to combat climate change and protect the living planet. See <https://www.climateparl.net/>.

¹⁶ Please see the [Guideline "Embedding Digital in Project Design"](#).

outreach and civic education activities will foster increased transparency, public participation, and public engagement with the parliaments. The availability of key working documents, such as bills, briefings, government reports in digital form will allow interested groups to participate more effectively in the law-making and oversight work of the beneficiary parliaments' committees. The project will support parliaments in making information available digitally and to bring their websites and social media presence in line with recognized good practice.¹⁷ The project will draw on the support of the Pacific and Samoa MCO Accelerator Lab in developing and using innovative digital tools for outreach and public information, supporting the engagement of youth in particular. In the digitalization support, the project will cooperate with the IPU, drawing on the Centre for Innovation in Parliament and be guided by the latest practice and experience in the field of supporting the digital transformation of parliament.¹⁸

Knowledge

The project will produce (or contribute to the production of) a number of knowledge and information products for MPs and staff and for the public. These will include:

- Strategic plans and sectoral strategies of beneficiary parliaments, including outreach plans and ICT roadmaps
- Procedural and guidance documents of beneficiary parliaments such as MP handbooks and committee guidelines
- Curricula and learning materials for courses and learning modules for MPs and parliamentary staff
- Guidance materials for civil society organizations, the media and the public for their engagement with parliaments

The project portfolio team will ensure knowledge management for the project. This includes the collection of all knowledge and information products produced by the project in a central repository. The project will also produce project communication materials which will be published on the UNDP website. In principle, the project will advocate for the publication of beneficiary owned knowledge products produced with the support of PPEI in the interest of transparency and the sharing of knowledge beyond the project.

Sustainability and Scaling Up

Taking into account the lessons from the COVID-19 pandemic, the project will continue to support the readiness and business continuity of beneficiary parliaments in the event of a natural and man-made disaster. This will be a major objective of the support to the digitalization of parliaments which will allow remote access to material and remote meetings.

The project being the third phase of PPEI support, a major objective is to consolidate gains and ensuring the sustainability of the results achieved and practices built. In the past, the PPEI supported innovation, designing cost-effective solutions to common problems the beneficiary parliaments faced, notably in the form of the FBO. However, to this date most capacity-building for beneficiary parliaments remains dependent on development partner support. This makes it less sustainable in that it will not continue

¹⁷ See IPU, *Guidelines for Parliamentary Websites*, 2009

¹⁸ The IPU and the Association of Secretary-Generals of Parliaments (ASGP) have developed a comprehensive practitioners guide to the digital transformation of parliaments. IPU and ASGP, *Guide to digital transformation in parliaments*, 2023

if development assistance ends, and in that is often supply-based, driven by development partners, and as such less aligned to the institutional needs of the parliaments.

The project will foster the sustainability of parliamentary development in a number of different ways: It will support long-term strategic planning that is based on (service) needs assessment, and helps parliaments allocate scarce resources in the most effective way. PPEI will invest in sustainable learning solutions that ensure that parliaments can identify and deliver key learning for their MPs and staff domestically – in house or with the support of government or other domestic partners – without relying on development assistance. The project will also continue to support MP induction to minimize the impact of turnover at elections on the effectiveness of the parliament, and to ensure that knowledge gains, priorities, and productive ideas and attitudes are preserved. The project will continue to foster peer-learning among parliaments in the region, and it will explore with parliaments how the FBO and its intervention logic can be made sustainable and expanded to other parliamentary service areas. Finally, through its support to improved civil society engagement and participation, the project will support the parliaments and their committees in accessing resources of the civic sector in terms of expertise and research.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

UNDP is ideally placed to implement PPEI in a cost-effective manner. The Pacific Office has a broad portfolio of projects across democratic governance, inclusive growth and the environment. Through its activities it has built relationships with key stakeholders in the project, including the governments and civil society. PPEI can draw on the knowledge and programmatic support of UNDP's global parliamentary strengthening community of practice. Through the partnership with the IPU, PPEI will have access to quality technical assistance and comparative experience.

The UNDP Pacific Office is currently implementing four parliamentary strengthening projects in a joint portfolio, managed by a International Parliamentary expert. Across these projects the portfolio provides support to the parliaments of the Federated States of Micronesia, Fiji, Kiribati, Nauru, ,Palau, the Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu. For the 2 countries that fall under the jurisdiction of the UNDP Samoa MCO, i.e. Cook Islands and Niue, there will be a slight change in PPEI 3, as the Samoa MCO will take the lead role for activities implemented in these 2 countries. Both MCOs however will continue using the portfolio approach to manage projects and ensure synergies and cost effectiveness. This is valid across all intervention areas of PPEI 3, but particularly prominent in regional activities like the FBO, where the projects support their respective beneficiary parliaments in pooling resources. In terms of procurement, initiating joint procurement processes across a number of projects allows the realization of greater economies of scale and savings in terms of transaction costs.

The project will build synergies with other UNDP projects beyond the portfolio, notably the Vaka Pasifika project and will also engage other partners in the UN Pacific Joint Country Team (JCT). Potential partners include UN Women and UNICEF in women political leadership and youth participation, and UNESCO in civic education. The project will also work closely with the New Zealand Parliament, the Tai a Kiwa project, and the Australian Legislatures Twinning Programme, in developing and implementing joint activities – in the FBO, in MP induction and professional development and beyond. This will allow the PPEI to benefit from the technical assistance available through these institutions.

The project builds inclusive beneficiary ownership by introducing a project board mechanism to the PPEI. This gives beneficiary parliaments a greater say in determining the strategic direction of the

project and overseeing its progress. This is expected to reduce the number of ad hoc requests PPEI 3 will have to accommodate over the previous phases of the project.

PPEI 3's management and technical approaches leverages the strengths of the project's regional focus. The project implementation will **(1) be highly adaptive**. The strategic priorities of the project are valid for all beneficiary parliaments and PPEI will introduce relevant support to all beneficiary parliaments. However, the project will use the opportunity to flexibly support, and "pilot" activities based on the needs of one beneficiary parliament, and the facilitate peer-learning and regular joint review of successful approaches so that successes can be "replicated" in all beneficiary parliaments

PPEI 3 will implement a technical approach to strengthening its beneficiary parliaments that focuses on **(2) sound planning**. The project assists parliaments in multi-year strategic planning based on the service needs of parliaments, their bodies and MPs. Within those overall plans the project supports digitalization and outreach strategies. A planning approach ensures that parliament's development and resource allocation is more deliberate and more in line with the long-term needs of the institution. The sectoral strategies in the resource-intensive activity areas of digitalization and engagement of the public are particularly productive in this regard.

The project will invest in developing **(3) an agreed framework for learning among all beneficiaries**. This framework be comprehensive. It will build on a joint understanding of how MPs and parliamentary staff learn. It will help introduce a learning management approach to beneficiary parliaments and explore sustainable learning solutions for routine knowledge and skills needs at the national level, in partnership with governments, and/or academia and civil society. This will also ensure that development gains will be sustainable across electoral cycles, as parliaments will be able to organize induction for their MPs with minimal external support.

The project will combine this approach with **(4) joint and peer learning activities across beneficiary parliaments** at the regional level, based on a network of beneficiary learning focal points.

Overall, PPEI's regional approach to strengthening legislatures produces value for money and significantly reduces the cost of implementing technical assistance activities over what could be expected from a national-level project. PPEI offers its technical support to all beneficiary parliaments in a tailored manner, but through implementing a common approach. This reduces the costs of designing activities, producing materials and knowledge products. It also encourages peer learning where parliaments discover and identify solutions to development problems and learn from other experiences. Regional activities allow for cost-sharing with beneficiaries in activity implementation. In the FBO, for instance, beneficiary parliament provide staff expertise and time to their peers (and the project) free of charge.

The project will build more sustainable solutions to the parliaments' development challenges by **(5) pooling resources**. The value of this approach has been demonstrated by the FBO (see sections II & III of this project document) which will be made more sustainable in this project phase where allocated beneficiary staff will progressively take over to perform the analytical work. The project will explore the viability of resource pooling in other areas, notably MP and staff capacity building and delivery of parliamentary services such as research.

The project will develop a **(6) flexible approach of delivering technical assistance taking advantage of the progressing digitalization** of the beneficiary parliaments. Delivery will be flexibly arranged based on the requirements of the topical area, the readiness of the partner, and the availability of resources. Delivery of technical assistance will be in person, online, and in a hybrid manner. For this the project may rely on the support of local coordinators where they are available is expected to reduce overall travel costs associated with the delivery of technical assistance.

Project Management

PPEI 3 will be implemented as part of the Pacific Office's parliamentary portfolio alongside other parliamentary strengthening projects – which are at this point in time SLIP, the FPSP, and the Nauru Accountable and Inclusive Governance Project. (for a detailed description of project governance arrangements refer to section VII of this project document).

The project is implemented by UNDP as the responsible party under the Direct Implementation Modality (DIM). The project will partner with the IPU based on a letter of agreement under which IPU will contribute to the implementation of a number of activities. Civil society networks will implement activities under outputs 3 and 4 as responsible parties under the responsible party agreement modality.

The portfolio maintains the head offices in Fiji, and smaller offices in the Solomon Islands, and the Federated States of Micronesia. Beyond the project offices, the project will retain on a demand basis those activity coordinators which were engaged by PPEI 2 to implement activities during the COVID-19 lockdowns to support implementation in country and in the region.

The project will receive project services from the UNDP Pacific Office and the Samoa MCO in terms of human resources management, finance management, procurement services, project assurance, and audit. The project will receive technical advisory services from the UNDP Bangkok Regional Hub and general management support from UNDP global.

The project will be externally audited. At least one comprehensive audit will be commissioned by the UNDP Pacific Office over the lifetime of the project. The project may also be audited by UNDP's independent Office for Audit and Investigations.

The project will have two external evaluations, a mid-term evaluation in 2027 and a final evaluation in 2029 will be conducted to evaluate progress against the stipulated outputs and outcome.

V. RESULTS FRAMEWORK¹⁹**Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:**

UNDP Cooperation Framework outcome 3. By 2027, people enjoy and contribute to more accountable, inclusive, resilient and responsive governance systems that promote gender equality, climate security, justice and peace, ensure participation, and protect their human rights.

Institutions and systems accelerate inclusive development through responsive, participatory, accountable and transparent governance processes.

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

MCP Indicator 3.2.3. Number of parliament committees with improved capacities that are conducting inclusive, accountable law-making and oversight.

MCP Indicator 3.1 (adapted) Number of countries with increased proportion of seats held by women in (a) national parliaments

Applicable Output(s) from the UNDP Strategic Plan:

UNDP Global Strategic Plan (2022-2028) Result 2.4: “Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement”

Project title and Quantum Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output 1 Parliamentary committees and plenaries operate with improved procedures and practice	1.1 Percentage Increase in the number of oversight meetings conducted by parliament committees in the 6 countries	Oversight Committee Meeting Minutes	5	2024	>20%	>40%	>60%	>80 %	>100 %	>100%	The initial baseline is 5 meetings. Thereafter it is assumed that the number of meetings will increase by 20% ever year.
		Numerator = # of Oversight Meetings conducted per calendar year Denominator= # of Oversight Meetings conducted the previous calendar year. For 2025 reporting period, the denominator is 5, which deemed to be the average number of meetings held by all 6 Parliaments in 2024.									

¹⁹ The RRF will be revised particularly the indicators after discussion with the donor. The indicators will be made RBM compliant with data disaggregation using gender etc.. the baselines and targets will be identified for each of the 6 countries

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
in law-making, gender responsive budgeting, and oversight.	1.1b Percentage of Recommendations made by Standing Committees adopted or actioned^{1.1b}	Annual Parliament Report	TBD	2024	50%	60%	70%	80%	90%	90%	Each Standing Committee will need to record the actions taken against the recommendations, if any, share with the public.
		<i>N = Number of recommendations adopted or followed through out of the total recommendations made by the Committees in a calendar year. D = Total Number of recommendations made by all the active standing committees in a calendar. For 2025, the denominator will be provided later.</i>									
	1.2 Percentage increase in the number of resident and non-resident citizens participating either directly or through Social Media in oversight inquiries featuring public consultation in each of the 6 Parliament	Broadcasters Report, Attendance Register	TBD	2024	>30%	>40%	>50%	>60%	>70%	70%	Assumption is that by the 5 year, there will be a 70% increase in the number of persons participating physically or virtually in Public Consultations
		<i>N = Number of resident and non-resident citizens participating in public consultation per calendar year D = Number of participants in taking part in previous year public consultations</i>									
Output 2 Parliaments use scarce resources more effectively, providing the required knowledge	2.1 Percentage of Parliamentary Staff and MPs trained locally and have shown improved capacities to carry out their responsibilities and where such training was funded through national resources.	Training and Research Committee data	0	2024	0	0	10%	20%	30%	30%	Training and Research Committee to oversee training programmes and assess effectiveness through regular surveys and questionnaires
		<i>N = Number of MPs and Parliamentary Staff trained with funds sourced from national budgets, disaggregated by sex D = Total number of MPs and Parliamentary Staff disaggregated by sex in the establishment roster of the 6 Parliaments.</i>									

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
and services to their MPs and parliamentary bodies.	2.2 % increase of citizens across all 6 jurisdictions who are able to digitally access documents from their Parliaments and are able to use it in meaningful manner	National Survey,	0	2024	20%	30%	40%	50%	60%	60%	Based on project monitoring data. Standards of assessment exist in international good practice Social Media Data, IT Statistics, Correspondence Register
		N = Number of citizens across all 6 jurisdictions who meaningfully are able to engage their Parliaments in the digital space. D = Total number of citizens for each country as per SPC/UNFPA statistics *while the focus of this indicator is on overall citizens engagement, disaggregated data will be collected by country to evaluate how the project is reaching out to different groups for eg. male/female, youth, PWD and LGBTQ									
Output 3. Women, and PWDs are better represented and able to exert political leadership through the parliament and its bodies.	3.1 Percentage of Women , Youth and PWD activists who have declared as election candidates and have received technical support through the project (cumulative across all beneficiary parliaments)	Election Candidate List	0	2024	5%>	10%>	15%>	20%>	25%>	25%>	Survey Forms, Electoral Rolls, Candidates List Project needs to work actively with the national focal point for elections.
	N = Number of Women , Youth and PWD activists, supported by the project and who have declared as candidates for local and national elections. D = Total Number of Candidates who have declared themselves for elections at local and national level. *Elections do not occur every year hence some years may go by without any change to the indicator.										
	3.2 Number of actions (measured in percentage terms) taken on Issues highlighted in Parliament	Parliament Hansard, Correspondence Register,	Speakers Ruling NDA	2024	50%	60%	70%	80%	90%	100%	Requires review of current practice at parliaments to establish firm baselines and targets

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
	<i>relating to Gender, Youth and PWD related issues.</i>	<i>Disability Inclusive Audit or Assessment of Parliament facilities</i>									
		<i>N = Number of women, youth and PWD related either debated or investigated through oversight committees in Parliament D = Number of Issues that have been brought to Parliament’s attention which is related to women, youth and PWD.</i>									
	3.3 <i>Percentage increase in women, youth and PWD candidates successfully contesting in local (municipal), provincial and national elections disaggregated by country.</i>	<i>Electoral Roll National Gazette Register</i>	<i>SOE declaration NDA</i>	<i>2024</i>	<i>10%</i>	<i>10%</i>	<i>20%</i>	<i>20%</i>	<i>30%</i>	<i>30%</i>	<i>Project Team will need to work with the election project to establish baseline data.</i>
		<i>N = Number of successful women, youth and PWD candidates in the local and national elections. D = Number of women, youth and PWD registered candidates in the local and national elections *Since local and national elections do not occur every year, the indicator will remain stagnant for some years.</i>									

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output 4. Parliaments better inform and engage the public, in particular youth and marginal groups and the wider public in their decision-making.	4.1 Percentage of resident and non resident population reached through outreach & civic education initiatives supported by the project, disaggregated by country	National Survey,	NDA	2024	>40%	>50%	>60%	>70 %	>80%	80%	A national survey to be carried out by the Civic Education Unit to see how people are interacting with Parliament
		N = Number of citizens participating in outreach and civic education initiatives D = Total number of citizens based on SPC/UNFPA statistics ^Where possible, disaggregated data will be collected to show how effective is the outreach and civic education when dealing with different sub groups such as male, female, youth, LGBTQ and PWD.									
	4.2 Percentage of engaged beneficiary civil society organizations & media organizations reporting improved/expanded relations with beneficiary parliaments as result of project interventions, disaggregated by country	Survey data conducted by national media organizations Social media posts	NDA	2024	>50%	>60%	>70%	>80 %	>90%	>90%	Surveys to be conducted through local media organizations at least twice annually
		N = Number of civil society & media organizations who have reported positive interactions with MPS and Parliament. D = Total number of registered CSO & Media organizations in country.									

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

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.	Semi-annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
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.	Semi-annually	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.		
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.	Semi-annually	Relevant lessons are captured by the project team in project progress reporting and used to inform management decisions.		
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.		
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.		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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 annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
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.	Semi-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 Plan²⁰

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review of the project		UNDP Global Strategic Plan (2022-	MCP Output 3.2. Institutions and systems	September 2027	Beneficiary parliaments, civil	US\$30,000 Project funds

²⁰ Optional, if needed

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		2028) Result 2.4: “Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement”	accelerate inclusive development through responsive, participatory, and transparent governance processes.		society partners, donor, other DPs	
Final Evaluation of the project		UNDP Global Strategic Plan (2022-2028) Result 2.4: “Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement”	MCP Output 3.2. Institutions and systems accelerate inclusive development through responsive, participatory, and transparent governance processes.	September 2029	Beneficiary parliaments, civil society partners, donor, other DPs	US\$30,000 Project funds

Multi-Year Work Plan²¹

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	Funding Source	Budget Description	Amount	Fiji MCO	Samoa MCO
		Y1	Y2	Y3	Y4	Y5						
Output 1: Parliamentary committees and plenaries cooperate more effectively through improved procedures and practice in law-making, budgeting, and oversight. <i>Gender marker: 2</i>	1.1 Support parliamentary procedure reform and legislative executive relations	40,000	132,000	48,255	48,000	47,745	UNDP	MFAT	71205 Consultants 71635 Travel costs	316,000	210,677	105,323
	1.2 Strengthen committee systems and practices and support inquiry processes	62,000	54,000	38,000	48,000	28,000	UNDP	MFAT	75705 Workshops 71635 Travel costs	230,000	153,341	76,659
	1.3 Activity Support parliamentary gender-responsive budget review and oversight through the FBO	72,400	63,900	64,400	64,400	64,400	UNDP	MFAT	71205 Consultants 71635 Travel costs	329,500	219,678	109,822

²¹ The budget is tentative and will be adjusted as part of AWP exercise reflecting activities identified in each of the 6 countries. Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP ONSI BLE PART Y	Fundi ng Sourc e	Budget Description	Amount	Fiji MCO	Samoa MCO
		Y1	Y2	Y3	Y4	Y5						
	1.4 Support parliamentary diplomacy and regional integration.		21,000	21,000	21,000		UNDP	MFAT	71205 Consultants 71635 Travel costs	63,000	42,002	20,998
		Sub-Total for Output 1								938,500	625,698	312,802
Output 2: Parliaments use scarce resources more effectively, providing the required knowledge and services to their MPs and parliamentary bodies. <i>Gender marker: 1</i>	2.1 Support strategic planning and results-based management processes for improved service delivery	30,000	30,000	36,000	34,000	30,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	160,000	106,672	53,328
	2.2 Support induction and MP professional development for core parliamentary duties	101,290	97,500	97,250	99,960		UNDP	MFAT	71205 Consultants 71635 Travel costs	396,000	264,013	131,987
	2.3 Support sustainable training and capacity-building solutions serving MPs and staff	42,000	228,000	186,000	162,000	62,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	680,000	453,356	226,644
	2.4 Support the digitalization of parliaments	21,157	74,707	38,707			UNDP	MFAT	71205 Consultants 71635 Travel costs	134,570	89,717	44,852

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP ONSI BLE PART Y					
		Y1	Y2	Y3	Y4	Y5		Fundi ng Sourc e	Budget Description	Amount	Fiji MCO	Samoa MCO
		Sub-Total for Output 2								1,370,570	913,758	456,811
Output 3: Women and PWDs are better represented and able to exert political leadership through the parliament and its bodies. Gender marker: 3	3.1 Support women MP advocacy, professional development and networking	63,000	68,000	68,000	63,000	63,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	325,000	216,678	108,323
	3.2 Build the capacity of women, youth, and PWD activists and potential candidates	113,000	143,000	138,000	128,000	128,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	650,000	433,355	216,645
		Sub-Total for Output 3								975,000	650,033	324,968
Output 4: Parliaments better inform and engage women, youth, PWDs, marginal groups and the wider public in their decision-making Manager Gender marker: 2	4.1 Support parliaments’ outreach, civic education, and public information planning and activities, in particular to women, youth and PWD.	50,000	96,000	132,000	20,000	20,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	318,000	212,011	105,989

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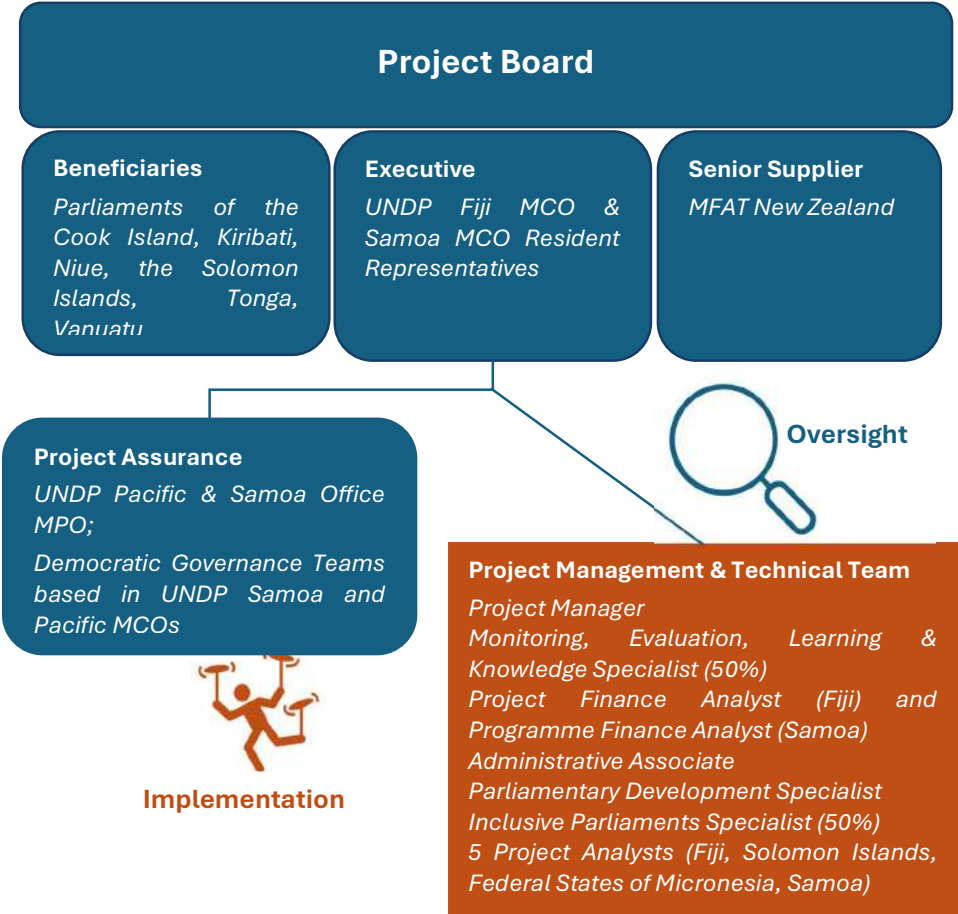
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP ONSI BLE PART Y	Fundi ng Sourc e	Budget Description	Amount	Fiji MCO	Samoa MCO
		Y1	Y2	Y3	Y4	Y5						
	4.2 Support civil society's relations with parliaments and participation in parliamentary work	64,000	68,500	148,500	25,000	25,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	331,000	220,678	110,322
	4.3 Support media engagement with parliaments	16,000	41,000	37,000	25,000	25,000	UNDP	MFAT	71205 Consultants 71635 Travel costs	144,000	96,005	47,995
	Sub-Total for Output 4									793,000	528,694	264,307
Project Technical Assistance and Management Support	5.1 Project Technical Assistance and Management	229,178	273,202	346,356	622,112	442,169	UNDP	MFAT	67305 International staff salaries 71465 IPSA salaries 71475 NPSA salaries	1,913,017	1,767,551	145,466
	5.2 Evaluations, HACT assessments, audits	5,000	10,000	35,000	15,000	35,000	UNDP	MFAT	72105 International Consultant 74110 Audit Fees	100,000	66,670	33,330
	5.2 Monitoring	9,090	14,008	114,345	13,755	9,703	UNDP	MFAT	71635 Travel costs	60,901	45,524	15,377

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP ONSI BLE PART Y	Fundi ng Sourc e	Budget Description	Amount	Fiji MCO	Samoa MCO
		Y1	Y2	Y3	Y4	Y5						
	5.3 DES	64,268	99,037	101,417	97,246	68,601	UNDP	MFAT	64397 Direct Project Cost 74396 Direct Project cost	430,569	321,855	108,714
	5.4 UN Coordination Levy	10,610	16,350	16,742	16,054	11,325	UNDP	MFAT	UN Coordination levy	71,081	53,134	17,947
	5.5 General Management Support	78,591	121,108	124,018	118,918	83,889	UNDP	MFAT	75105 General Management fee	526,525	393,583	132,942
TOTAL		1,071,584	1,651,312	1,790,990	1,621,445	1,143,832				7,179,162	5,366,500	1,812,664

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be led by the Fiji MCO, with Samoa MCO as a participating Country Office. Fiji MCO will provide the required financial resources to the Samoa MCO to implement the results as set out in the approved project multi-year plan and budget. The project board steers PPEI 3. It is composed of the senior beneficiaries, the representatives of the six PPEI 3 beneficiary parliaments, the UNDP Fiji and Samoa MCO Resident Representatives who are ultimately responsible for the project, and the senior supplier, New Zealand’s MFAT which supplies most of the project’s resources. The Pacific Office’s Democratic Governance team and the MPO along with the Samoa MCO Governance and Prosperity Unit (GPU), and the Programme Support and Oversight Unit (PSOU) to provide the project quality assurance function. They will monitor and review project outputs, resource planning and reporting and ensure the coordination of PPEI activities with efforts across the UNDP’s project portfolio and the JCT. The project assurance team will also commission and oversee the mid-term and final external evaluations of the project.



The project board meets at least semi-annually, or more frequent as may be required. It reviews project progress against results, the use of resources, and approves annual work plans and the allocation of resources to these work plans. Any amendments to the project will also be approved by the project board.

The project will be implemented as part of the Pacific Office’s parliamentary portfolio alongside other parliamentary strengthening projects – which are at this point in time SLIP, the FPSP, and

Figure 5 PPEI 3 Governance Mechanism

the Nauru Accountable and Inclusive Governance Project.

The project manager and their project team are responsible for the day-to-day implementation of the project and the delivery of activities, allocated resources and the production of project results in line with the annual work plans. The project management team has been expanded from PPEI 2 to include a part-time MEL expert. A finance analyst and a project associate complete the management team.

The technical team has likewise been expanded and now includes a Parliamentary Strengthening Specialist alongside the Project Manager to lead the technical work. The project also added a part-time

inclusive parliaments specialist to support integration of women, youth, PWD and marginal groups across the projects of the parliament portfolio. The project also includes five project analysts based in offices Fiji, the Solomon Islands, in the Federated States of Micronesia, and one project analyst in based in Samoa. Two external evaluations, a mid-term evaluation in 2027 and a final evaluation in 2029 will be conducted to evaluate progress against the stipulated outputs and outcome.

Figure 3 depicts graphically PPEI 3's governance mechanism.

VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²² [UNDP funds received pursuant to the Project Document]²³ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

²² To be used where UNDP is the Implementing Partner

²³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

4. 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.
5. 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.
6. 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.
7. 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. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
 - f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
 - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.

- i. 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 the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. 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, corruption other financial irregularities 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.
- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this 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, corruption or other financial irregularities, 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.

- l. 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.
- m. 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.
- n. 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.

X. ANNEXES

1. Project Quality Assurance Report

- 2. Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

PROJECT QUALITY ASSURANCE – DESIGN**Pacific Parliamentary Effectiveness Initiative – Phase 3 (PPEI 3)****Overall Rating: -Highly Satisfactory**

This is a Offline template as the Project ID has not yet established, the ratings will be transferred to Quantum+ platform Once the ID will be created

☒	PROJECT QA - DESIGN
1. STRATEGIC	
☒	1. Does the project specify how it will contribute to higher level change through linkage to the programmes Theory of Change?
☒	• 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
☐	• 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
☐	• 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project document provides a detailed Theory of Change (ToC), explaining how the intervention will lead to the desired outcome of strengthening parliamentary effectiveness. It also outlines assumptions and risks with credible evidence to support the approach (Pages 6 to 9 of the Prodoc)
2. Is the project aligned with the UNDP Strategic Plan?	
☒	• 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)
☐	• 2: The project responds to at least one of the development settings as specified in the Strategic Plan³. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

¹ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

² The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

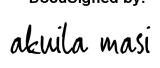
³ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

☒	PROJECT QA - DESIGN
☐	1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is aligned with UNDP's Strategic Plan (2022-2028) with the objective of strengthening democratic institutions. It includes relevant SP output indicators and aims to accelerate inclusive development through transparent governance processes (Pages 10, 24 of Prodoc)
☒	3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)
☒	Yes
☐	No (Project QA cannot be approved by the Project QA Approver)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):
2. RELEVANT	
☒	4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)? ⁴
☒	3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence. The project specifically identifies marginalized groups such as women, youth, and persons with disabilities (PWDs), emphasizing their political empowerment and engagement in parliamentary processes (Pages 7-8)(PPEI 3 Prodoc)
☐	2: The target groups are clearly specified, prioritizing groups left furthest behind.
☐	1: The target groups are not clearly specified.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project directly contributes to CPD Outcome 3.2 on inclusive governance, supporting institutional and systems improvements that align with the program's goals (Pages 6-7, 24 of Prodoc)
☒	5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?
☒	3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
☐	2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
☐	1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

⁴ Operationalizing Leaving No One Behind good Practice Note for UNCT (<https://unsdq.un.org/resources/leaving-no-one-behind-unsdq-operational-guide-un-country-teams>)

☒	PROJECT QA - DESIGN
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The design incorporates lessons from PPEI Phases 1 and 2, as well as evaluations. These informed decisions such as improved ownership through project boards and enhanced capacity-building strategies (Page 3, 4, 6 and 8 of Prodoc)
	6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?
☒	• 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
☐	• 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
☐	• 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): UNDP's longstanding engagement with Pacific parliaments and its partnerships with organizations like the IPU and Pacific networks provides clear evidence of its comparative advantage in delivering parliamentary strengthening in the region (Pages 9-10, 14, 15 of Prodoc)
	3. PRINCIPLED
	7. Does the project apply a human rights-based approach?
☒	• 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
☐	• 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

☒	PROJECT QA - DESIGN
☐	• 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project incorporates human rights principles, ensuring accountability, participation, and non-discrimination, particularly for marginalized groups like PWDs, women, and youth. Potential adverse impacts have been considered and mitigated (Pages 11-12 of Prodoc and also reflected on SES as well)
☒	8. Does the project use gender analysis in the project design? • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
☐	• 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
☐	• 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project design includes a gender analysis, with outputs and activities explicitly addressing gender equality. Gender-responsive indicators are integrated to measure participation and leadership among women (Pages 12-13)(PPEI 3 Prodoc
☒	9. Did the project support the resilience and sustainability of societies and/or ecosystems? • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
☐	• 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
☐	• 1: Sustainability and resilience dimensions and impacts were not adequately considered. Evidence (Enter a short explanation and attached a document that provides evidence for your response):

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☒	PROJECT QA - DESIGN
	The project integrates sustainability and resilience across its design by addressing key development challenges related to governance, climate change, and social inclusion. It focuses on the interconnections between social, economic, and environmental dimensions, particularly through initiatives like gender-responsive budgeting, support for climate-related policies, and enhancing parliamentary oversight of environmental issues. The project also includes provisions for capacity-building and sustainability planning, ensuring that interventions are not only reactive but also strategic in building long-term resilience in the Pacific Islands. The project documents detail risks such as climate vulnerability, disaster risk, and limited resources, with clear strategies for mitigating these through parliamentary oversight and regional cooperation (Pages 6-8, 14, 22 of Prodoc)
	10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If SESP is not required, Select all exemption criteria that apply.]
☒	• Yes
☐	• No (Project QA cannot be approved by the Project QA Approver)
☐	• SESP not required because project consists solely of (Select all exemption criteria that apply) *Applicable only to option "SESP not required" ☐ 1: Preparation and dissemination of reports, documents and communication materials ☐ 2: Organization of an event, workshop, training ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences ☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes) ☐ 6: UNDP serves as Administrative Agent ☐ 7: Development Effectiveness projects and Institutional Effectiveness projects
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project document outlines that sustainability and resilience are integral to its design, particularly with regard to the social and environmental impacts of climate change and governance challenges in the Pacific Islands. Social and environmental screening has been carried out for the project as part of the policy for project design, considering the Social and Environmental Standards. The project appears to have no major impact on social or environmental settings, although two low-level risks have been identified and mitigation measures are in place to monitor the risk while going forward with the implementation. (Please refer to the SES attached).
4. MANAGEMENT & MONITORING	

☒	PROJECT QA - DESIGN
	11. Does the project have a strong results framework?
☐	• 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
☒	• 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
☐	• 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The results framework includes outputs with SMART indicators, though some baseline and target data may still need further specification. Gender-sensitive indicators are present, but could be more thoroughly categorized at later stage after data triangulation and assessment/consultations (Pages 16-18 of the PPEI 3 Prodoc)
	12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?
☒	• 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
☐	• 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
☐	The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The governance structure is fully defined, including the project board and roles of key stakeholders. Terms of reference for board members and mechanisms for accountability are included (Page 19 of the Prodoc)
	13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

☒	PROJECT QA - DESIGN
☒	• 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
☐	• 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
☐	• 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project document includes risk log, supported by comprehensive risk assessments that draw on the programme's Theory of Change, Social and Environmental Standards, and consultations with key stakeholders during the formulation/design stage. The project's risk register clearly identifies the risks associated with governance, climate change, and capacity-building, and provides mitigation strategies for each identified risk. The project also highlights the importance of security risks and includes them in its risk planning. The risk assessment was developed through a consultative process by involving all key stakeholders(Pages 22-24 of the Prodoc)
5. EFFICIENT	
	14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available. ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions. iii) Through joint operations (e.g., monitoring or procurement) with other partners. iv) Sharing resources or coordinating delivery with other projects. v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.
☐	• Yes
☐	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project includes several cost-efficiency measures: The ToC is used to align resources with strategic interventions to maximize results. A portfolio approach shares resources with other

☒	PROJECT QA - DESIGN
	UNDP projects for synergies . Joint operations with partners like IPU and PIPG are planned for monitoring, procurement, and diplomacy. Resources are coordinated across projects for cost-effective interventions. The project also supports parliamentary digitalization, reducing costs for service delivery and public engagement (See Page 6, 9, 10 18 of the Prodoc_11.10.2024
	15. Is the budget justified and supported with valid estimates?
☒	• 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
☐	• 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
☐	• 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project's budget is detailed at the activity level and covers the entire project period through a multi-year budget. The costs are supported with valid estimates, drawing on benchmarks from similar projects. The budget incorporates provisions for inflation, foreign exchange risks, and the costs of monitoring, evaluation, communications, and security (Multiyear work plan -Page 22 of the Prodoc
	16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?
☒	• 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
☐	• 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
☐	• 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross subsidizing the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project budget fully covers all attributable project costs, including programme management, development effectiveness services, and operational expenses such as procurement, human resources, and security. The full costing approach aligns with prevailing UNDP policies (Page 22 of Prodoc)
	6. EFFECTIVE

☒	PROJECT QA - DESIGN
☐	17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project? ⁵
☐	• 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable, and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
☐	• 2: Some evidence that key targeted groups have been consulted in the design of the project.
☐	• 1: No evidence of engagement with targeted groups during project design.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project strategy reflects active engagement with marginalized groups, including women, youth, and persons with disabilities (PWDs), in the design process. A clear strategy ensures the participation of these groups throughout the project lifecycle, including their involvement in decision-making and monitoring processes. The Result indicators will be further desegregated based on Geographical and gender dimensions while considering the LNOB principle. (Pages 7-8 PPEI 3 Prodoc)
☒	18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?
☐	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): The project includes a flexible monitoring and evaluation framework that allows for adaptation and course correction based on findings from regular reviews, evaluations, and lessons learned. This ensures that the project can adjust its approach if more effective strategies emerge during implementation (Page 19 of the Prodoc)
☐	19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.
☐	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): The project outputs are rated as GEN2 and GEN3, reflecting the full integration of gender equality measures. Specific outputs address women's political leadership and participation, with gender-sensitive indicators incorporated into the results framework (title page, Pages 13, 16 of the Prodoc)

⁵ Operationalizing Leaving No One Behind Good Practice Note for UNCT (<https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams>)

☒	PROJECT QA - DESIGN
	20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?⁶
☒	• 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards⁷ and data principles⁸. (All must be true)
☐	• 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards⁹ and data principles¹⁰, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.
☐	• 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards¹¹ and data principles¹² are not taken into account when intending to use digital or data technology solutions in project activities.
☐	• Digital considerations are not relevant to this project. *Applicable only to option "Digital considerations are not relevant" ☐ 1: Societal digital transformation is not a government or contextual priority ☐ 2: A non-digital approach yields higher effectiveness and efficiency ☐ 3: Other (specify in the "Evidence" section) Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project includes plans for digitalization of parliamentary operations and public engagement, which aligns with UNDP's digital standards. Digital solutions are intended to improve efficiency, scalability, and transparency (Pages 18-19 of Prodoc)
	7. SUSTAINABILITY & NATIONAL OWNERSHIP
	21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?
☒	• 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.

⁶ For a checklist and evidence template, please see the Embedding Digital Thinking into Project Design Guidelines (<https://rebrand.ly/DbDProjectGuideEN>).

⁷ The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (<https://www.undp.org/digital/standards>).

⁸ The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (<https://data.undp.org/data-principles>).

⁹ The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (<https://www.undp.org/digital/standards>).

¹⁰ The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (<https://data.undp.org/data-principles>).

¹¹ The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (<https://www.undp.org/digital/standards>).

¹² The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (<https://data.undp.org/data-principles>).

☒	PROJECT QA - DESIGN
☐	• 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
☐	• 1: The project has been developed by UNDP with limited or no engagement with national partners.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): National and regional partners have taken a leading role in the design of the project. The project was developed in close collaboration with parliamentary stakeholders in Pacific Island Countries (PICs), and a project board mechanism ensures their ongoing ownership and leadership (Pages 4,5,6 of Prodoc)
	22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?
☒	• 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
☐	• 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
☐	• 1: Capacity assessments have not been carried out.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project includes a clear strategy for strengthening the capacities of national parliaments, based on completed capacity assessments. This strategy also includes regular monitoring of capacity development progress using indicators and data collection methods (Pages 9-10 of prodoc, Partner capacity assessment(PCAT))
	23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?
☐	• Yes
☐	• No
☒	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project leverages national systems wherever possible, particularly in the areas of parliamentary service delivery, procurement, and monitoring. This approach is designed to build capacity within national institutions while ensuring that the project aligns with local systems and processes (Page 19 of the Prodoc)
	24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

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☒	• Yes
☐	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project includes a transition and sustainability plan that focuses on resource mobilization, knowledge sharing, and scaling up successful initiatives. It also includes a communication strategy to ensure ongoing engagement with stakeholders beyond the project lifecycle (Pages 19-20)

Name and Title	Signature and Date	Description
QA Assessor: <Name> <Title> akuila masi Programme Analyst	Signature: DocuSigned by: akuila masi 3691BAE8D7354CA... Date: 06-Nov-2024	The QA Assessor has to be accountable for project assurance, which is independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP. For GEF- and GCF-financed projects, project assurance is undertaken as per the requirements of the vertical funds, and these services are covered by the fee provided by the vertical fund.
QA Approver: <Name> <Title> Abduvakkos Abdurahamanov Deputy Resident Representative	Signature: DocuSigned by: Abduvakkos Abdurahamanov 5694BD31078A490... Date: 06-Nov-2024	The QA Approver is typically the Resident Representative, Deputy Resident Representative, or head of portfolio. The QA Approver must function at a higher level of accountability than the QA Assessor. The QA Approver cannot also be the QA Assessor.

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Annex 1.PPEI 3 Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Pacific Parliamentary Effectiveness Initiative – Phase 3 (PPEI 3)
2. Project Number (i.e. Quantum project ID, PIMS+)	
3. Location (Global/Region/Country)	Asia Pacific Region / Cook Islands, Kiribati, Niue, Solomon Islands, Tonga, Vanuatu
4. Project stage (Design or Implementation)	Design
5. Date	25 August 2023

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

QUESTION 1: How Does the Project Integrate the Programming 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 is informed by the continuous human rights challenges facing the Pacific Islands States. These include gender discrimination, a lack of opportunities for marginalized groups – in particular youth and persons with disabilities (PWD) – to enjoy their political rights and participate in political decision-making. In line with fundamental human rights principles of non-discrimination and equality, the project will ensure increased opportunities for marginalized groups – specifically, youth and PWD to participate in parliamentary decision-making in the focus beneficiary parliaments of the Cook Islands, Kiribati, Niue, Solomon Island, Tonga, and Vanuatu. The project not only applies a traditional supply-sided approach – supporting beneficiary parliaments in reaching out to, providing information, and opportunities to participate in committee consultations but also operates on the demand side of parliamentary governance – supporting civil society and leaders representing youth, and PWD communities in participating in parliamentary processes. The project strengthens civil society awareness and knowledge of parliamentary participation modalities and opportunities and supports directly – where required – the participation of youth and people with disabilities in parliamentary processes. The project will continue to support the parliaments in accommodating the participation of PWDs through the modification of parliamentary premises and rules. These interventions will widen the opportunities for youth and PWDs to participate in committee work and are expected to result in increased participation.

The project supports the beneficiary parliaments in the regional integration of the Pacific region through developing institutional mechanisms such as the Pacific Island Parliaments Group (PIPG) with a vision of establishing the group as the parliamentary dimension of the Pacific Island Forum (PIF). The project will flexibly support initiatives within the PIPG to strengthen human rights in the region through regional instruments adopted under the PIF – including the Pacific Framework for the Rights of Persons with Disabilities, and the Pacific Leaders Gender Equality Declaration. Aided by these interventions, beneficiary parliaments will consider human rights issues and action at the regional level.

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

The project will work to increase women parliamentary participation and leadership in the focus beneficiary parliaments of the Cook Islands, Kiribati, Niue, Solomon Island, Tonga, and Vanuatu. The share of women MPs in Pacific Island Parliaments has been stagnating at low levels. During the project design phase, the outcomes and lessons drawn from interventions to strengthen women leadership in parliament during previous phases of the project were analyzed. As identified in the PPEI II final project evaluation, project interventions aimed at increasing women representation focusing exclusively on working with duty-bearers, parliaments and political parties, have been largely unsuccessful. PPEI III will address this by strengthening the demand-side of parliamentary representation, working directly with rights holders - women leaders in communities and civil society - to

encourage women political leadership, in addition to the project's institution-focused gender equality and women's empowerment (GEWE) work. The project will have one output which will focus specifically on GEWE. More specifically, the project will support women parliamentarians in exchanging views and experiences, in building knowledge and skills, and in putting on the public agenda (and the parliamentary agenda) important policy questions. Partnering with civil society networks, the project will also identify and support women community and civil society leaders in exerting political leadership and in advocating with parliaments for specific gender equality priorities and policies. Finally, the project will support women candidates in preparing for participating in elections. In addition, GEWE will also be mainstreamed across all other project outputs. For instance, the project will support parliaments to consider gender impact in law-making, budgeting and oversight. PPEI GEWE support is expected to increase women political leadership in parliament, as expressed by an increase in women-led initiatives, and an increased in women MP candidacies, and – though this not under the control of the project – women MP representation in selected beneficiary parliaments. The project will collect gender-disaggregated data to measure progress against these objectives through specific quantifiable indicators.

Briefly describe in the space below how the project mainstreams sustainability and resilience

PPEI will mainstream sustainable development across all its outputs and thereby support beneficiary parliaments to contribute to sustainable development in their countries and the wider Pacific Islands region. The project will support beneficiary parliaments in conducting SDG self-assessments, which will help them identify how their proceedings and their operations can better contribute to sustainability. The Parliaments of Kiribati and Tonga already have such SDG self-assessments pending. The project will work with parliaments and representatives of marginal groups to ensure access to parliamentary information and decision-making to ensure no one is left behind (see sections above). The project will support parliaments in addressing climate change through a number of avenues. The project will support climate and SDG budgeting through its Floating Budget Office Initiative. It will support parliamentary diplomacy focused on climate action and related questions of resilience through its support to the PIPG. Having learned the lessons from the COVID-19 pandemic, the project will continue to support the resilience of parliaments dealing with crises and natural and man-made disasters. This will include continued investment in the ICT and procedural basis for business continuity of the focus beneficiary parliaments in situations where these parliaments are unable to meet physically. It will also include demand-based support to beneficiary legislatures in overseeing their governments' resilience and crisis response policies.

Briefly describe in the space below how the project strengthens accountability to stakeholders

PPEI is a regional initiative that has been implemented in a previous phase by the Pacific Office's Parliamentary Portfolio alongside other regional parliamentary strengthening projects, and within the overall programmatic framework of the Sub-regional Programme Document for the Pacific Island Countries and Territories 2018-2022. Because of the specific programmatic setup, the beneficiary and donor ownership of the project and the accountability by the project to these partners were limited. PPEI 3 strengthens accountability through introducing a project board structure, which the five focus beneficiary parliaments will participate in, alongside the project donor and UNDP. The project board ToR allows for other stakeholder organizations to join the board as observers. With the agreement of the beneficiary parliaments, participation of wider stakeholder groups in these meetings will be an important opportunity to give important stakeholders, including representation of women, youth and PWD civil society and community groups, an increased stake in the project. In addition, the project will keep informed to these stakeholder groups in all five focus beneficiary countries with active project communications and the publication of information products. This broad stakeholder outreach will be guided by the project's community engagement plan (see sections below).

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Part B. Identifying and Managing Social and Environmental Risks

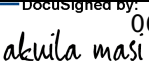
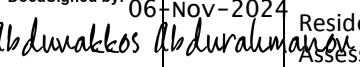
QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High									
<i>Risk Description (broken down by event, cause, impact)</i>	<i>Impact and Likelihood (1-5)</i>	<i>Significance (Low, Moderate, Substantial, High)</i>	<i>Comments (optional)</i>	<i>Description of assessment and management measures for risks rated as Moderate, Substantial or High</i>									
Risk 1. Women and marginalized groups may not have the capacity to engage with parliamentary processes	I = 3 L = 3	Moderate		The project will provide opportunities for women and youth and PWD community leader to engage in parliamentary processes and decision-making. It will work with women leaders to support them in preparing and standing in parliamentary elections. The project needs to build capacity of these groups to ensure they can take up the opportunities provided by parliaments. The project will manage this engagement by preparing gender action and community engagement plans that will plan out engagement and capacity-building of community leaders.									
Risk 2. Project may struggle to engage with women and community groups in an equitable way in all beneficiary countries	I = 3 L = 3	Low		The project will provide opportunities for women and youth and PWD community leader to engage in parliamentary processes and decision-making. It will work with women leaders to support them in preparing and standing in parliamentary elections. The project needs to ensure it engages equitably with these groups across the five focus Pacific Island States of implementation, and avoid misinformed or biased engagement. This requires an engagement strategy that is informed of the idiosyncratic conditions and requirements of civil society and community activism in all Pacific Island States. To ensure this, the project will prepare community engagement plans that will ensure partners will be identified and approached responsibly and equitably. This is particularly important for the work supporting women candidates – to avoid political bias and potential reputational damage to the project and UNDP.									
[add additional rows as needed]													
QUESTION 4: What is the overall project risk categorization?													
<table border="1"> <tr> <td>Low Risk</td> <td>☒</td> <td></td> </tr> <tr> <td>Moderate Risk</td> <td>☐</td> <td></td> </tr> <tr> <td>Substantial Risk</td> <td>☐</td> <td></td> </tr> </table>					Low Risk	☒		Moderate Risk	☐		Substantial Risk	☐	
Low Risk	☒												
Moderate Risk	☐												
Substantial Risk	☐												

	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)		
	Question only required for Moderate, Substantial and High Risk projects		
	<u>Is assessment required? (check if "yes")</u>	☐	Status? (completed, planned)
	<i>if yes, indicate overall type and status</i>	☐	Targeted assessment(s)
		☐	ESIA (Environmental and Social Impact Assessment)
		☐	SESA (Strategic Environmental and Social Assessment)
	<u>Are management plans required? (check if "yes")</u>	☒	
	<i>If yes, indicate overall type</i>	☒	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)
			Gender action plan and community engagement plan to be prepared in year 1 of project implementation

		☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?			Comments (not required)
	Overarching Principle: Leave No One Behind			
	Human Rights	☒		
	Gender Equality and Women's Empowerment	☒		
	Accountability	☒		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐		
	2. Climate Change and Disaster Risks	☐		
	3. Community Health, Safety and Security	☐		
	4. Cultural Heritage	☐		
	5. Displacement and Resettlement	☐		
	6. Indigenous Peoples	☐		
	7. Labour and Working Conditions	☐		
	8. Pollution Prevention and Resource Efficiency	☐		

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor DocuSigned by:  3691BAE8D7354CA...	06-Nov-2024	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 DocuSigned by:  5694BD31078A490...	06-Nov-2024	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 DocuSigned by:  6835C56A2FBF485...	06-Nov-2024	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.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind Human Rights		Answer (Yes/No)
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Yes
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁶	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on 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
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, 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 and transsexual people.

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Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) 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?	No
1.3	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)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

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2.1	areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping 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
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to 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
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

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5.2	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	risk of forced evictions? ¹⁹	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to 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)? <i>If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	No
6.4	the 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	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No

¹⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency	
<i>Would the project potentially involve or lead to:</i>	
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2 the generation of waste (both hazardous and non-hazardous)?	No
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4 the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5 the application of pesticides that may have a negative effect on the environment or human health?	No
8.6 significant consumption of raw materials, energy, and/or water?	No

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3. Project Risk Register.

Portfolio/Project Title: Pacific Parliamentary Effectiveness Initiative – Phase 3 (PPEI 3)	Portfolio/Project Number:	Date: Click or tap to enter a date.
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4.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that natural disasters (or man-made disasters) impact the business continuity of governance in one more PPEI beneficiary countries ...	As a result of natural disasters, parliaments may not be able to operate, and perform their legislative and oversight functions. ...	Which will impact in the ability of governments to govern through legislation, and the ability of the parliament to hold government to account, in particular for the emergency measures government may take to solve the crisis...	1.5 Climate Change and Disaster Risks	Likelihood: 4 Impact: 4 Risk level: 4	Throughout project implementation	... Project portfolio team	Risk Treatment 1.1: The project will continue to support parliaments in finalizing their business continuity plans and protocols. This will include further investment in digitalization of parliaments to ensure an ability to meet online or in a hybrid fashion. Risk Treatment Owner: project portfolio team
2	There is a risk that parliaments will not sustain full commitment to the project objectives or deliverables ...	As a result of changes in parliamentary leadership, following elections or shifts in parliamentary majorities....	Which will impact the delivery of the project results in individual beneficiary countries...	7.5 Government Commitment	Likelihood: 3 Impact: 3 Risk level: 3	Throughout project implementation.	... Project portfolio team	Risk Treatment 2.1: The project's regional approach reduces the impact of the risk on the overall project performance as the project is flexible to temporarily refocus activities from one country to other countries while resolving issues... Risk Treatment Owner: Project portfolio team ... Risk Treatment 2.2: The project will use regular engagement through national coordinators and at the project board (which exists for the first time in PPEI) to ensure beneficiary commitment to project

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
3	There is a risk that parliament-civil society engagement will break down	As a result of differing expectations and a trust deficit between parliaments and CSOs which have had limited cooperation in the past. ...	Which will negatively impact the delivery of project results in public engagement and in committee development	7.3 Stakeholder relations and partnerships	Likelihood: 2 Impact: 3 Risk level: 3	From: September 2024 August 2027	Project portfolio team	outputs while allowing flexibility to changes in activities... Risk Treatment Owner: Project portfolio team ... Risk Treatment 3.1: The project will conduct due diligence in CSO partner selection drawing on the experience of the UNDP PFM project in particular which has long worked with CSOs on engagement in the budget process ... Risk Treatment Owner: Project portfolio team Risk Treatment 3.2: The project will ensure that both CSOs and parliaments will have facilitation support for dialogue on a continuous basis and that expectations of both parties are openly discussed throughout the engagement process Risk Treatment Owner: Project portfolio team Risk Treatment 4.1: The project will continue to work with parliaments in supporting financing solutions for making parliamentary infrastructure PWD friendly... Risk Treatment Owner: ...
4	There is a risk that parliaments are unwilling to support PWD engagement and political leadership	As a result of traditional and conservative values and the high perceived costs of infrastructure allowing comprehensive PWD participation....	Which will impact in PWDs continuing to be excluded from participation in public affairs and left behind in development	1.1 Human Rights	Likelihood: 2 Impact: 3 Risk level:	Throughout project implementation.	Project portfolio team	

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
					3			Project portfolio team
								Risk Treatment 4.2: The project will work with PWD leaders in civil society to create both demand for change and provide expertise to parliaments in PWD participation and engagement. Risk Treatment Owner: ... Project portfolio team
5	There is a risk that civil society partner networks chosen for engagement with parliament are not representative of civil society and community-based leaders in the country...	As a result of disagreements among CSOs and CBOs at country level. ...	Which will impact in the overall representativeness and legitimacy of the civil society partner for dialogue...	7.3 Stakeholder Relations and Partnerships	Likelihood: 2 Impact: 3 Risk level: 3	From: September 2024 To: August 2027	Project portfolio team	Risk Treatment 5.1: Risk Treatment 3.1: The project will conduct due diligence in CSO partner selection drawing on the experience of the UNDP PFM project in particular which has long worked with CSOs on engagement in the budget process Risk Treatment Owner: Project portfolio team ...
								Risk Treatment 5.2: The project will engage key civil society partners representing women, youth, and PWDs directly in project activities and keep informed and be mindful of intra civil society dynamics across project implementation... Risk Treatment Owner: Project portfolio team ...
6	There is a risk that parliamentary leaders in all countries are unwilling to support the promotion of	As a result of conservative and traditional values, and a lack of precedent of transformative female	Which will impact in limited progress on women political leadership in beneficiary parliaments and may result of	1.2 Gender equality and women's empowerment	Likelihood: 3 Impact:	Throughout project implementation.	Project portfolio team	Risk Treatment 6.1: The project will link women leaders in parliament with civil society leaders to create resources and boost societal

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
	women political leadership in parliament ...	political leadership in many beneficiary countries, ...	issues of concern for women leaders not being on the agenda...		3 Risk level: 3			support for women MPs' political leadership Risk Treatment Owner: Project portfolio team ... Risk Treatment 6.2: The project will identify and engage male champions of women political leadership across the project ... Risk Treatment Owner: Project portfolio team ... Risk Treatment 6.3: ... Risk Treatment Owner: ...
7	There is a risk that the project is unable to source necessary technical expertise for its output on a consultancy basis ...	As a result of the flexibility of the project's approach and its reliance on technical assistance on consultancy basis, key advisory services are likely to be required at short notice...	Which will impact in delays in project implementation if advisory services cannot be made available in a timely fashion...	4.9 Procurement	Likelihood: 2 Impact: 2 Risk level: 2	Throughout project implementation.	... Project portfolio team	Risk Treatment 7.1: The project will seek to contract key technical resources on long term window contracts (LTAs) to be able to draw up contracts quickly. ... Risk Treatment Owner: Project portfolio team Risk Treatment 7.2: The project will also use key advisor input in annual work planning to ensure engagement, availability and commitment of key advisors. Risk Treatment Owner: Project portfolio team Risk Treatment 7.3: The project relies on the services of the IPU as partner in identifying short term expertise for key priorities through its global network

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual team accountable for managing the risk)	Risk Treatment and Treatment Owner
8	There is a risk that civil society networks engaged in activity implementation as responsible parties may not be able to manage activities and associated funds effectively	As a result of challenges in technical and management capacity	Which will impact in lack of effective engagement project with relevant civil society partners and unsuccessful parliament -civil society engagement...	3.8 Capacities of the partners	Likelihood: 2 Impact: 3 Risk level: 3	Throughout project implementation.	... Project portfolio team	Risk Treatment Owner: Project portfolio team ... Risk Treatment 8.1: The project draws on UNDP project experience and the well-established regional network PIANGO in identifying partners ... Risk Treatment Owner: Project portfolio team Risk Treatment 8.2: The project will conduct HACT assessments to ensure the partners are capable of managing activities and funding in line with quality standards and rules and regulations Risk Treatment Owner: Project portfolio team

5. Capacity Assessment: Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

6. Project Board Terms of Reference and TORs of key management positions. The standard Project Board TOR can be found [here](#).

7. On-Granting Provisions Applicable to the Implementing Partner²⁴. On-granting clauses for non-UNDP Implementing Partners can be found [here](#)

²⁴ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.

Pacific Parliaments Effectiveness Initiative – Phase 3

Project Board

Terms of Reference

1. Overview:

The Pacific Parliament Effectiveness Initiative – Phase 3 (PPEI) seeks to support the focus beneficiary parliaments of the Cook Islands, Kiribati, Niue, the Solomon Islands, Tonga, and Vanuatu to progress towards being more effective, representative, inclusive, and accessible in their law-making, budget and oversight.

The governance and management structure defined for PPEI seeks to ensure national ownership, alignment with national processes, flexibility, and accountability by partners in the use of resources for achieving the project results. PPEI will be governed by its project board.

The PPEI Project Board is responsible for providing overall strategic guidance and direction to the project to ensure that project objectives are being met. The Project Board approves the Annual Work Plan (AWP) and ensures that the required resources are committed for achievement of results that are aligned with the multi-year work plan as well as the beneficiary parliaments strategic plans and national processes.

The Project Board oversees the project implementation which is the responsibility of the UNDP Pacific Office's Parliamentary Portfolio Management Team with the support of the Parliamentary Portfolio Technical Team. The Pacific Office's Democratic Governance Team and the MPO provide project assurance support to the Board, monitoring quality and risks associated with the project.

Figure 1 illustrates the PPEI project governance arrangements.

2. **Composition**

The PPEI Project Board shall be co-chaired by:

1. The Speaker (or senior representative) of the focus PPEI beneficiary parliament. The Chairpersonship shall rotate semi-annually in alphabetical order according to the English language.
2. The UNDP Resident Representative.

Members:

The Project Board shall comprise the following members:

1. Speakers (or senior representatives) of all focus PPEI beneficiary parliaments.
2. A Senior Representative from MFAT New Zealand.
3. UNDP Program Quality Assurance Rep (Program)

Observers:

Initial
ML

Representatives from other organizations may be invited to participate as observers, subject to consultation and agreement between the Co-Chairs.

2. Responsibilities of the Project Board

The Project Board shall bear the responsibility of providing overall guidance and direction to the project. In accordance with the PPEI Project Document, the Board shall ensure that the PPEI maintains its overall strategic focus, coherence, and synergy between its components, and that it delivers the desired results against set quantitative and qualitative targets.

The specific responsibilities of the Project Board include the following

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation.
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report.
- Address any high-level project issues as raised by the project manager and project assurance.
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP ([Manage Change](#) in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor.
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project²⁵.
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Note: Specific requirements may apply for donor-funded projects, such as GEF- or GCF-financed projects. Please refer to the provisions in the project document.

²⁵ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

Additional responsibilities can include, but are not limited to, the following .

- Ensure coordination between the various donors and government-funded projects and programmes.
- Report to relevant inter-ministerial bodies or higher-level oversight bodies.
- Ensure coordination with multiple government agencies and their participation in project activities.
- Track and monitor co-financing for this project.
- Appraise the annual project implementation report, including the quality assessment rating report.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- Act as an informal consultation mechanism for stakeholders.
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses.
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable).

3. Decision-Making Process

Decisions of the Project Board shall be made by consensus. Only Project Board members shall have decision-making rights; observers shall not have such rights. In the event that consensus cannot be reached, decisions shall be made by a majority vote of the Board Members, including both Co-Chairs. Relevant stakeholders may be invited to attend Project Board meetings as observers, but they shall not possess decision-making rights.

4. Frequency of Meetings

The Project Board shall convene twice a year. Extraordinary Board meetings may be called by the Co-Chairs of the Project Board, including upon the recommendation of the Portfolio Manager, when an urgent decision by the Board is required.

5. Secretariat

The PPEI Project shall provide secretariat support to the Project Board.

6. Meeting Documents

The agenda and all necessary background documents for each Project Board meeting shall be circulated to all Board members no later than one week prior to the meeting. The agenda shall be developed with inputs from the Co-Chairs. All meeting documents shall be made available in English and any other required languages.

7. Meeting Minutes

Minutes of Board meetings shall not be a verbatim record of the proceedings but rather a summary of discussions, decisions, and matters requiring follow-up. Draft minutes shall be prepared by the Project and circulated to Board members within one week after the meeting for electronic approval. If no feedback is received within one week of circulation, the minutes shall be deemed approved. Should specific decisions require additional consultation, Board members may request additional time, postponing the decision-making process by an agreed-upon period or until the next meeting.

Meeting Minutes	
Subject:	PPEI Project Board
Date:	
Duration:	
Venue:	
Agenda:	
Participants	See participants' list at Annex 1
Attachments:	

Issue/Topic	Discussion	Decision/Action Point(s)	Focal point(s)	Deadline
	1.1 1.2			
	2.1 2.2			
	3.1 3.2			