UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Project Title: UNDP Nauru Accountable and Inclusive Governance (NAIG) Project

Project Number: 000121714

Implementing Partners: United Nations Development Programme

Start Date: 05 May 2021   **End Date:** 31 December 2024 **PAC Meeting date:** 01 March 2021

Brief Description
The Nauru Accountable and Inclusive Governance (NAIG) Project aims to support key democratic institutions in Nauru which are responsible for ensuring effective, inclusive and accountable political governance, namely the National Parliament and the National Elections Commission (NEC), while at the same time implementing specific programming directed at promoting the more informed and active participation of the general public in Nauruan governance and politics, and targeted work to promote gender equality ensure that women of all ages are more engaged in politics and public life. There are three branches of government in Nauru – the executive, legislature and judiciary; this Project seeks to improve the functioning of the legislative branch, not just through direct capacity building of the National Parliament, but also by working with the NEC, which is the body responsible for ensuring the free and fair election of members of the legislative branch, as well as with the public (with a particular focus on women and young people) who are responsible for choosing who sits in the legislature and holding them accountable.

<table>
<tr><td rowspan="3">Contributing Outcome (UNDAF/CPD, RPD or GPD):
United Nations Pacific Strategy Outcome 5: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice

Indicative Output(s):
Output 1: <i>Strengthen National Electoral Commission processes and capacities</i> (GEN 2)
Output 2: <i>Strengthen National Parliament capacities to ensure inclusive, accountable governance</i> (GEN 2)
<i>Output 3: Strengthen the engagement of women and girls in politics and public life (GEN 3)</i>
Output 4: <i>Pilot and roll out national civic education initiatives</i> (GEN 2)</td><td>Total resources required (USD):</td><td colspan="3" align="right">5,129,018</td></tr>
<tr><td rowspan="4">Total resources allocated (USD):</td><td>Australia</td><td>2,995,000 (AUD)</td><td>2,314,626 (USD)</td></tr>
<tr><td>New Zealand</td><td>4,000,000 (NZD)</td><td>2,882,858 (USD)</td></tr>
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	Total resources allocated (USD):	Government	0	0
		In-Kind		0
	Unfunded (USD):			**0**

Agreed by (signatures)

Office of the Electoral Commission	Parliament of Nauru	UNDP Pacific Office
		[signature] Levan Bouadze Resident Representative

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1. DEVELOPMENT CHALLENGE

1.   Nauru became an independent country in 1968. With a population of around 11,000 people, Nauru is the second -smallest voting member of the United Nations (UN), after the Vatican City. Nauru comprises a single island, of approximately 20 square kilometres. In the decades immediately following independence, Nauru was one of the richest countries per head in the world, as a result of massive phosphate resources which led to a mining boom through the 1970s and 1980s. The collapse of this industry in the late 1990s and 2000s led to considerable economic hardship for a populace that had grown accustomed to reliance on phosphate trust fund revenues. In the last two decades, the economy has stabilised somewhat, in large part as a result of a substantial injections of funds from the Australian Government in return for the establishment of a refugee detention centre on the island. Nauru also has sizeable fisheries resources.

2.   The 1968 Constitution of Nauru establishes the Parliament, the Executive and the Courts as the three arms of Government. The structure of government is very similar to those of other former Commonwealth colonies; Nauru remains a member of the Commonwealth today. The executive consists of a President who is appointed by Parliament from amongst the members of the legislature. The President performs the functions of both the Head of State and Head of Government. The President appoints the Cabinet, which can be made up of six ministers (including the President) from the elected Members of Parliament. Assistant-Ministers may also be appointed by the President from amongst the members of Parliament who are not Cabinet Ministers or appointed to the position of Speaker or Deputy Speaker.

1.1 National parliament

3.   The Parliament of Nauru is unicameral (single legislative chamber) and headed by the Speaker of Parliament. The role of Speaker of Parliament and Deputy Speaker is established under the Constitution and is elected by members of Parliament. The Clerk of the Parliament is appointed by the Speaker and may be removed from office by the Speaker.[1] There are no other provisions in the Constitution dealing with the staff of Parliament. There is no separate administrative office for the Parliament and the parliamentary staff are appointed as public servants under the *Public Service Act 2016*.[2]

4.   Parliament comprises 19 members elected for three-year terms serving multi-seat constituencies. The original number of members as per the constitution was 18[3] and was increased to 19 from the election held in June 2013. This uneven number of MPs was necessary to manage the challenge of voting deadlocks during the process of forming a government (which happened during a tumultuous political period in 2010).[4] Instability, as a result of regular votes of no confidence in the Parliament, characterised Nauru's politics until 2014. Between 1989 and 2011, Nauru had 23 changes of government.[5] The last no-confidence vote was in January 2014. In May 2014 three of the MPs from the minority caucus were suspended by a motion adopted by the Parliament and subsequently confirmed by the country's High Court in December 2014. The subsequent arrest of a number of former opposition MPs in 2015 further impacted on the role of parliament.[6]

5.   Following national elections in 2016, constitutional restrictions on the size of Cabinet were bypassed, with the appointment of seven Assistant-Ministers, which meant that two-thirds of the

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[1] Above, n.5.

[2] Above, n.5.

[3] Constitution of Nauru, 19 May, 1968

[4] https://www.bbc.com/news/world-asia-pacific-15433901

[5] https://www.pacific.undp.org/content/pacific/en/home/countryinfo/nauru.html

[6] https://www.abc.net.au/news/2018-09-14/nauru-judge-throws-out-anti-government-protest-case/10247366

members of Parliament operated as part of the Executive.[7] This ensured that the Government could complete its full term, but made parliamentary oversight more difficult as there were only a few MPs who could act as a parliamentary Opposition. Following the 2019 elections, this practice was again implemented, with 6 Ministers appointed plus six more Assistant/Deputy Ministers.[8] In practice, this means that the executive branch is functionally dominant over the legislative branch. The Nauru Government website indicates that 17 of 19 MPs are aligned with Government, leaving 2 MPs in Opposition.

6.   The small size of the Parliament impacts on its ability to effectively discharge all of its functions, in particular, committee oversight. Prior to the 2019 elections, it is understood that Parliament had a total of 9 standing committees, two of which were established by statute, namely the Constitutional Review Committee and the Public Accounts Committee. Seven other standing committees were established under Standing Orders, but these were mostly administrative (eg. printing, library, privileges[9]) and it is understood that they have been largely inactive. The current Nauru Parliament website has not been updated since the 23rd Parliament was elected; it is therefore not clear which committees are operating if any, and which MPs comprise their membership.

1.2 National elections

7.   National elections are held elected every three years by universal suffrage in multi-seat constituencies.[10] Voting is compulsory for citizens aged 20 years and above. A new *Electoral Act* was passed in March 2016 which established an independent National Electoral Commission (NEC). Prior to 2016, elections were conducted by the Chief Secretary of the Government of Nauru. The *Electoral Act* established the structure of the NEC, which has three members – an Electoral Commissioner and two Deputy Electoral Commissioners. All three Commissioners were appointed by the President on the advice of Cabinet in March 2016 for four years. The Commission was a man and the two Deputies were women. The next cohort of Commissioners were appointed in early 2020 and are now all women. There has been some continuity of knowledge, as the Chief Commissioner was previously a Deputy Commissioner.

8.   The NEC organised their first general elections under the new Act on 9 July 2016. International observers commended the Electoral Commission for the successful conduct of the 2016 election and a by-election held in January 2017 was also considered to be professionally conducted by many stakeholders. The Electoral Commission received considerable assistance from a Technical Advisor provided by the Commonwealth Secretariat and a Legal Advisor funded by the Government. An Electoral Taskforce Committee was set up to review electoral observer recommendations from 2016 and made a number of recommendations for reform. Some of these were actioned, while some are still to be progressed.[11] Subsequently, a UNDP Elections Support Project was implemented to strengthen the capacities of the NEC. It commenced in July 2018 and is due to end in December 2020. A number of technical improvements to the election processes were initiated after the 2016 election, including "enhanced recruiting and training systems for staff, improved and high-quality election materials, manuals and procedures, an expansive outreach campaign and the initiation of early voting".[12]

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[7] Debra Angus (2018) *Report on functional autonomy for the Parliament of Nauru*, p.8 (UNDP, Suva).

[8] http://www.naurugov.nr/government/ministries.aspx

[9] http://www.naurugov.nr/parliament-of-nauru/parliamentary-committees/standing-committees.aspx

[10] Informal community leadership exists but there is no official form of elected local government in Nauru.

[11] Early Voting, a reduced withdrawal period for candidates, and an automatic recount provision were introduced. Transfers between constituencies, proxy voting and resignation requirements for candidates in government positions were largely unchanged.

[12] Nauru Election Commission (2019) *Naero 2019 Parliamentary Election: Final Report*, p.5 (NEC: Boe).

9.   The NEC organised their second national election in August 2019. The total budget approved for the election was AUD $$152,548.[13] Of Nauru's population of approximately 10,000 people, data from NEC states that 7,508 voters were on the voter roll, with voter turnout at 96% (up from 94% in 2016).[14] The roll was reviewed and updated in advance of the 2019 elections, with support from the UNDP National Electoral Support Project (see below for details). Of these who turned out to vote, 7,167 votes were cast on polling day leaving 341 as non-voters.[15] Nauru has a comparatively large number of citizens who live overseas. To accommodate such voters, or those temporarily overseas, Nauru has a system of proxy voting, whereby an overseas voter can nominate a local person to lodge their vote on polling day as their "proxy". During the 2019 election, 845 proxy applications were processed, "a significant increase from previous elections and produced a strain of the ability of the commission to process them all in time for the election".[16] Proxy voting[17] continues to be heavily criticised as a tool for boosting local votes;[18] over the last two voting cycles, there have been numerous recommendations for reforming the system, but the 2019 NEC Elections Report indicates that a technically feasible replacement must be found before reforms can be implemented for proxy voting.

10.   Following the 2019 elections, the NEC, with support from UNDP NESP, submitted a Legal Review Paper to Parliament for consideration. The Paper identified structural and technical issues requiring legal review, including proxy voting, transfers, voting age (currently minimum 20-year-old), fixing the election date and resignation requirements for candidates. It also discussed the NEC's mandate to monitor campaigning and allegations of vote-buying and lack of a mechanism by which to do so. The Paper also recommended that electoral officials and candidates be required to sign a code of conduct for the next elections. This was put in place for the 2019 process and all candidates and electoral officials signed the code of conduct.

1.3 Engagement of women and girls in governance

11.   Although women are represented at senior levels of government, only two out of the 19 MPs are women, although this still represents considerable progress. Prior to 2013, Hon Ruby Dediya had been the lone female MP who was elected four times, serving from 1986 to 1989 and then 1992 to 1997. Hon. Charmaine Scotty has successfully contested three general elections since 2013, when she was the sole woman MP. Following a by-election in 2017, she was joined by Hon Gabrissa Hartman. At the 2019 election, Hon Charmaine Scotty was re-elected and Hon. Isabelle Dageago was elected for the first time.

12.   Only four women contested the 2016 general election out of 67 candidates. In 2019, only five women contested out of a total of 60 candidates (8%). Cultural beliefs are seen as one of the barriers to greater women's representation with women discouraged from running as candidates. A more practical barrier is lack of access to finances. Women are thought to be more adversely impacted than men by the high cost of financing an electoral campaign, a problem compounded by the requirement that public servants contesting elections must resign their jobs. The Electoral Taskforce Committee recommended that women candidates be allowed special election leave with pay instead of having to resign from public service positions, but it does not appear that the recommendation was taken

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[13] Above n.8

[14] Above n.8

[15] Above n.8

[16] Nauru Election Commission (2019) *Naero 2019 Parliamentary Election: Final Report*, p.5 (NEC: Boe).

[17] A voter in Nauru could be nominated as a proxy for four eligible voters abroad. Concerns have been raised by various stakeholders that the system is being manipulated by campaigns, authorized persons could vote against the wishes of their nominators, and that the secrecy of the vote is also compromised through this process. Ibid, p.18-19.

[18] Managing proxy votes puts a heavy administrative burden on the NEC. Additionally, there have been criticisms that proxies may be used as a tool to boost votes by collecting votes from overseas voters who often do not have any connection to candidates.

forward. It was recommended however that the resignation period be reduced from 3 months before an election to 1 month.

13.   In support of efforts to promote women's political participation, in 2016, a Practice Parliament for Women was organised in 2016 which brought together 23 women to undertake skills training and participate in a mock parliamentary session. Such training has been useful but must be followed up and consolidated, to enable women to develop their skills, networks and profiles in the community.

1.4 Public participation in governance

14.   As a result of compulsory voting, turnout at elections is high, but it is less clear that people vote on the basis of policy issues or public interest considerations, with voting apparently more tied to familial ties and/or incentives. Concerns have been raised about whether voters fully understand the importance of their vote and if the electorate is sufficiently informed before they make their choices. The level of knowledge about democratic and electoral processes is considered to be limited. International observer groups that observed the 2016 general election – the Commonwealth Observer Mission and the Pacific Islands Forum – recommended more civic and voter education and access to state-run media for all candidates.

15.   A 2017 UN Needs Assessment Mission (NAM)[19] specifically found that the level of knowledge about democratic and electoral processes was low and many younger people the NAM met seemed to be apolitical. There was scant knowledge of the workings of the parliament; the fundamentals of the electoral process; and their fundamental rights and responsibilities as citizens. Similar concerns were reiterated to the project formulation mission and interlocutors proposed that civic education should be introduced in schools to teach the young before they attain voting age. The most recent 2020 UN Desk Review (see below for more) found that women, youth and the disabled continue to be underrepresented in the electoral process due to structural and cultural barriers and recommended continued investment in civic and voter education and awareness activities. The NEC now has explicit plans to address the issue of underrepresented groups in line with its 2020-2023 Strategic Plan.

2.   UN SUPPORT TO DATE

16.   UNDP has been supporting governance activities in Nauru for many years, in particular, concerning both parliamentary development and elections. For more than ten years, UNDP has engaged with the Nauru Parliament, twice developing fully-fledged parliamentary support projects, but these were unable to attract funding. In the meantime, the UNDP Regional Parliamentary Support Project has provided in-country support to the Nauru Parliament upon request, running inductions and/or seminars for MPs when funds permitted. Nauru MPs have also been involved in regional parliamentary meetings organised by UNDP. Through its regional parliamentary programming, UNDP has also been able to provide on-demand technical inputs and support to the Nauru Parliament and has developed good working relationships with key parliamentary staff.

17.   More recently, UN electoral assistance in Nauru began in late 2018, following the launch of the UNDP Nauru Electoral Support Project (2018-20) in July 2018. NESP is funded by Australia and New Zealand (USD 1.17 million). The NESP provided support to the NEC in capacity building, legal advice, women's electoral participation and civic and voter education. The success of the 2019 elections was largely attributed to improvements initiated by UNDP's electoral support. This has

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[19] In 2017, the UN deployed a Needs Assessment Mission (NAM) to Suva from 23 to 24 August 2017 and Nauru from 25 to 30 August 2017. The NAM recommended the provision of electoral assistance to Nauru, including in support of civic education and voter awareness for the electorate.

been appreciated by stakeholders, including the NEC and donors, particularly in the areas of capacity building, including operational planning and training, and procurement of election materials. UNDP was also instrumental in the redevelopment of the NEC website and branding of the NEC. In May 2019, UNDP held a two-day media workshop on election reporting, targeting journalists from Nauru Media Bureau; and supported the NEC in holding workshops with various stakeholders including a workshop for women considering candidacy. UNDP also supported the NEC in developing a gender strategy after completing a gender mapping exercise. Immediate activities within the strategy around the 2019 election were completed, and gender focused education and curriculum programs are in development. However, a planned community-based, participatory action research has been delayed due to the COVID-19 pandemic and will now form the basis of activity 3.1 in this project. While significant efforts were made to support legal framework reform with improvements highlighted in previous observation reports, not all of these issues were addressed in the 2019 amendments to the Electoral Act. In addition to working with the NEC, the NESP also initiated pilot initiatives in support of civic education, primarily through the development of a pilot curriculum on democracy and elections for Year 12 students (including production of a teachers' manual and student handbook).

18.   In May 2020, the UN conducted a Desk Review to assess past support and provide recommendations to the UNDP Pacific Office on whether and how to provide further assistance. The Desk Review found that the benefits of the UN providing continued electoral assistance outweigh potential risks. The Desk Review found that "UNDP's continued electoral assistance is seen as critical in strengthening the nascent NEC, improving electoral practice, and in creating a conducive environment for credible elections." The Desk Review specifically recommended that UNDP's continue electoral assistance until 2023 in: civic and voter education; legal framework reform; capacity building of the NEC; procurement of election materials; and strengthening women and marginalised group's participation in democratic processes. It also noted that the impact of coronavirus (COVID-19) on any future Project would need to be considered, as visits by advisors to Nauru are currently impossible, making support difficult for legal advisory activities, assisting the new commission to establish themselves, and outreach events this year. The Desk Review accepted that remote support was likely to continue in the foreseeable future until the government lifts travel restrictions.

3. PROJECT STRATEGY

19.   This project aims to bring together the various strands of UNDP's support for political institutions and processes together into a single Project, which can leverage efficiencies by delivering a comprehensive package of assistance to national partners. Combining existing and proposed support into one Project will result in substantial efficiencies by deploying a small team of project staff and administration resources across multiple areas of work.
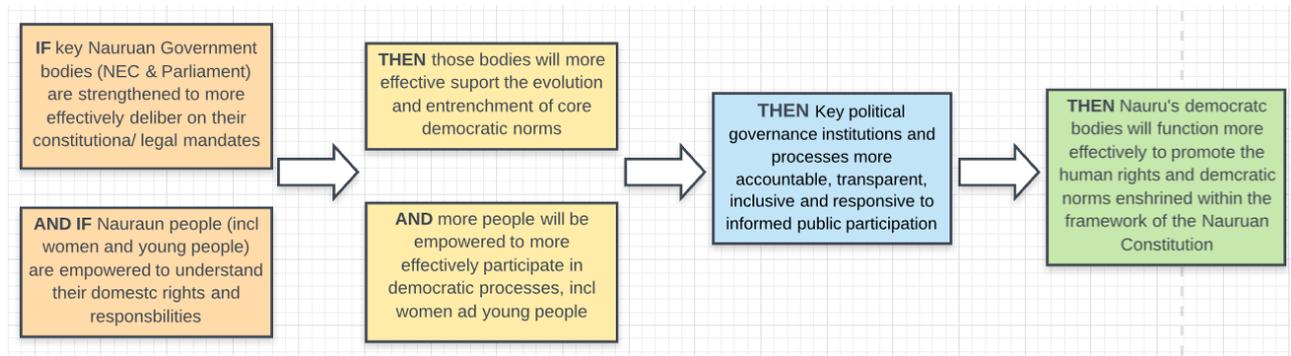
3.1 Theory of Change

20.   Building on the lessons learned from the Nauru Elections Support Project which was implemented from 2018-2020, this Project recognises that to address the democratic and development challenges described above, it will be essential to implement a multi-stakeholder programme of work whereby UNDP will work with a range of different government and non-government partners to build a web of self-reinforcing national democratic constituencies committed to progressing the locally-contextualised democratic norms and processes that are continuing to evolve in Nauru.
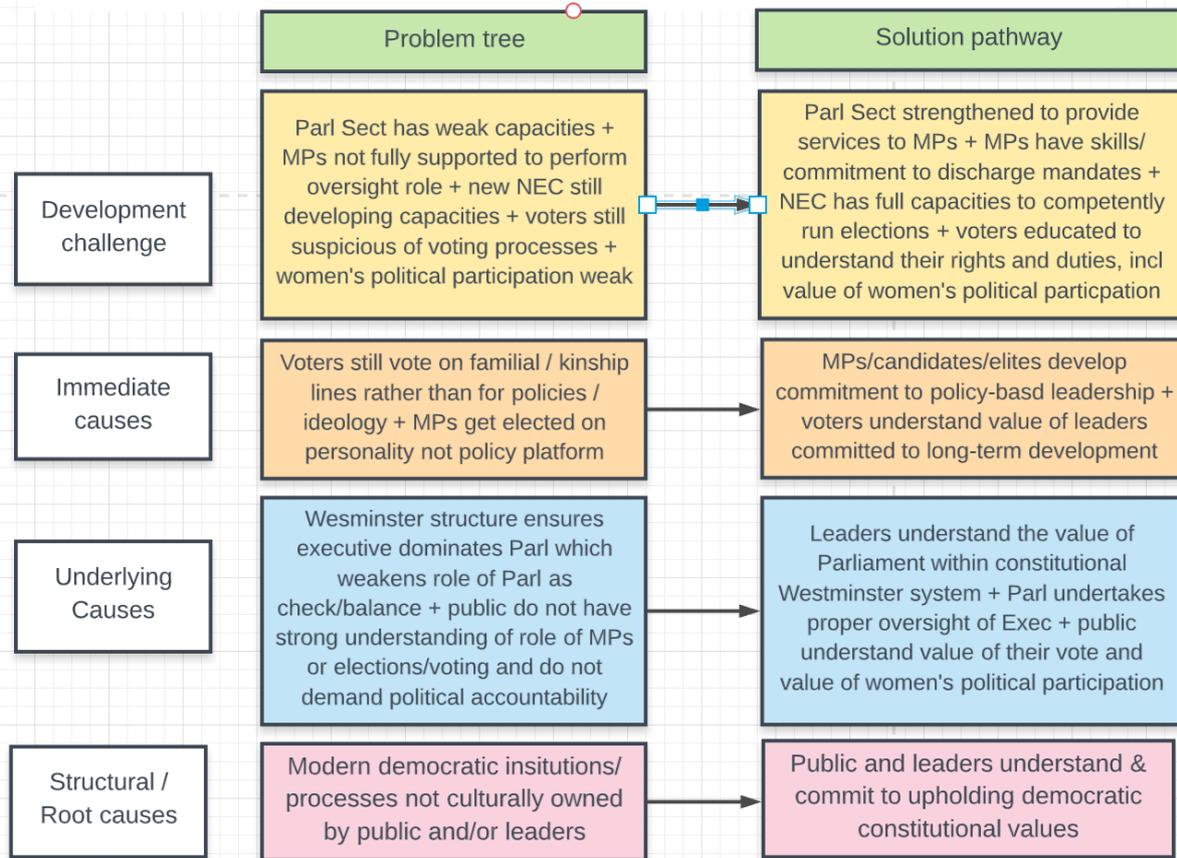
21.   There is no single intervention or activity that can be effective in meeting the Project's overarching goal; rather, the theory of change relies on multiple partners (Parliament, the National Election Commission, the Ministry of Education, civil society and the public themselves) being supported by UNDP through multiple activities, all of which aim to support Nauruan partners to

understand, commit to and entrench democratic values, through the strengthening of key democratic institutions and processes.

Figure 1: Project Theory of Change

22.   Capturing the thrust of the Project's core activities and output (see Section 4 below for more), the Theory of Change in Figure 1 shows how and why change will take place through the Project, based on the assumptions underlying the development challenge. The theory of change promotes effectiveness through predicting change pathways, based on evidence of what has worked elsewhere and helps to think about longer-term changes to embed sustainability of Project results. The theory of change statements above should be read alongside the solution pathway described in Figure 2 below. Figure 2 captures the key development challenges the Project is seeking to address. As the root cause analysis shows, many of these challenges relate to the very fundamentals of Nauru's constitutional democracy. The Project seeks to implement interventions which will have an immediate impact on some of these challenges, while recognising that there is much more work to be done over the long term to evolve social norms that value the democratic norms enshrines in the Nauruan Constitution, which underpins Nauru's political system and guides Nauru's human-rights based national development.

Figure 2: Project's solutions pathway

Problem tree	Solution pathway
Development challenge — Parl Sect has weak capacities + MPs not fully supported to perform oversight role + new NEC still developing capacities + voters still suspicious of voting processes + women's political participation weak	Parl Sect strengthened to provide services to MPs + MPs have skills/ commitment to discharge mandates + NEC has full capacities to competently run elections + voters educated to understand their rights and duties, incl value of women's political particpation
Immediate causes — Voters still vote on familial / kinship lines rather than for policies / ideology + MPs get elected on personality not policy platform	MPs/candidates/elites develop commitment to policy-basd leadership + voters understand value of leaders committed to long-term development
Underlying Causes — Wesminster structure ensures executive dominates Parl which weakens role of Parl as check/balance + public do not have strong understanding of role of MPs or elections/voting and do not demand political accountability	Leaders understand the value of Parliament within constitutional Westminster system + Parl undertakes proper oversight of Exec + public understand value of their vote and value of women's political participation
Structural / Root causes — Modern democratic insitutions/ processes not culturally owned by public and/or leaders	Public and leaders understand & commit to upholding democratic constitutional values

3.2 Strategy to achieve results

23.   As Figure 3 on the next page shows, the key focus of this project is to support key democratic institutions in Nauru which are responsible for ensuring effective, inclusive and accountable political governance, namely the National Parliament and the independent National Elections Commission (NEC), while at the same time implementing specific programming directed at promoting the more informed and active participation of the general public in Nauruan governance and politics, and targeted work to ensure that women and girls are more engaged in politics and public life. There are three branches of government – the executive, legislature and judiciary. As Figure 1 below shows, this Project seeks to improve the functioning of the legislative branch, not just through direct capacity building, but by working with the NEC, which is the body responsible for ensuring the credible and transparent election of members of the legislative branch. The Project will complement these efforts by directly engaging the public (targeting in particular women, young people and people living with disabilities) who are responsible for choosing who sits in the legislature and holding them accountable.

24.   Drawing on lessons learned and good practice across the Pacific region, this project has been designed to work with multiple stakeholders through a "whole-of-society" approach, which works not only with the government but also with the people. The Project will support direct institutional capacity building with "duty bearers", to enable them to more effectively discharge their duties, but it will also engage directly with "rights holders" to empower them to more effectively demand and enjoy their political rights. This engagement on both the "supply" and "demand" sides of good governance is intended to build more effective governance feedback loops, which enable key government bodies and officials to be more responsive to the needs of the public, while building the ability of ordinary members of the public to better understand their rights and duties as "good citizens", so that all parts of Nauru society can work together for good governance.

Figure 3: Key Project areas supporting overall good governance
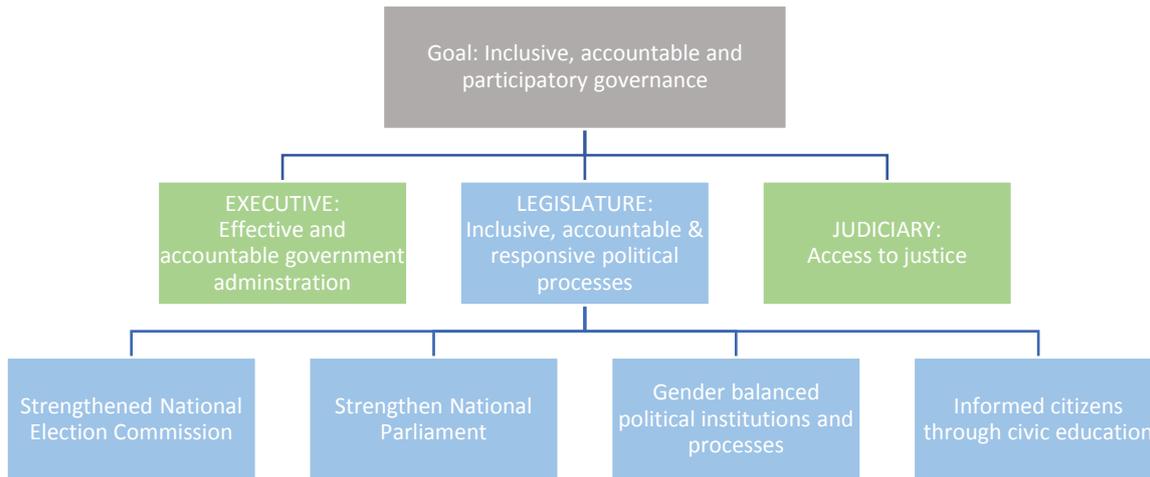
25.   When engaging in institutional strengthening, the project will design capacity development activities and strategies that are the "right fit" for the context of Nauru, are cost-effective and are likely to deliver sustainable improvements over time. The Project recognises that capacity building takes time, and to this end, recognises that efforts need to be systematic and implemented according to the pace of local partners, rather than ad hoc and/or in keeping with a Project timeline. The Project will therefore be closely implemented in partnership with local stakeholders and responsive to their needs and their abilities to absorb and engage with Project activities.

26.   In partnership with other key parliamentary support providers in the region (see the Partnerships section below), a range of different approaches will be used to build capacities, including:

- **Technical Advice:** Recruitment of specific technical experts to work with key project beneficiaries on particular technical issues, such as law reform, revision of standing orders, development/updating of operational manuals, development of civic education materials, training modules;

- **Coaching & Mentoring:** When the Project commences the piloting of new/revised procedures, the provisions of peer-to-peer engagement (harnessing South-South exchanges where possible) will be utilised where possible to enable more effective skills transfer;

- **Training:** Using national and international experts to provide interactive seminars for staff, officials, MPs, civil society partners and the public on different governance topics and/or operational skills areas;

- **Broad based stakeholder engagement:** In support of efforts to strengthen civic understanding of the principles of good governance and democracy, efforts will be made to roll out campaigns to the whole community, with young people a particular target.

27.   The Project has been designed on the assumption that the Nauru Government, National Parliament and NEC are keen to receive assistance aimed at strengthening the capacities of the legislative branch and supporting institutions. A formal request for continued support was sent to UNDP by the Nauru NEC in advance of the design of this Project Document. The buy-in of Ministers, MPs and senior officials is crucial to the success of the Project. In that context, it is notable that UNDP's partnership-based approach to project implementation is designed to ensure national ownership of the project design and implementation, as is UNDP's multilateral approach, which reflects the UN's impartial support for human-rights based sustainable development. The Project Board (see below for more) is designed to ensure regular feedback to national partners and a systematic process for receiving and actioning local advice and guidance.

4. RESULTS AND PARTNERSHIPS

Expected Results

Outcome 1: Key political governance institutions and processes more accountable, transparent, inclusive and responsive to informed public participation

28.   The overall project outcome is focused on strengthening political governance, by engaging with those political institutions and processes which enable the public to elect and hold accountable their political representatives, and at the same time, building the capacities of ordinary people to more effectively engage with these bodies and hold them to account. To that end, this project has four key outputs, grouped under two outcomes which reflect the "duty bearer" and "rights holder" approach around which the project has been designed. Outcome 1 focuses on strengthening institutions responsible for ensuring effective political governance and Outcome 2 focuses on empowering the public, including particular activities aimed at women and girls, to more actively demand effective political governance. Together, these outcomes will combine to result in more effective political governance being demonstrated by Nauru Ministers, MPs and key senior officials.

Output 1: Strengthen National Electoral Commission capacities and electoral processes

➤ Activity 1.1: Improve electoral legislation and processes

29.   The 2019 National Election exposed the need for a series of legal reforms in relation to the *Electoral Act 2016* related to proxy voters (see next paragraph for more), the term of the NEC Commissioners, establishing a fixed date for elections after the dissolution of Parliament, handling transfers from one district to another to avoid corruption, developing of a realistic and achievable compliance system, adding a provision to prevent by-elections occurring within six months of the dissolution of Parliament and incorporating a revised resignations clause (both in the *Electoral Act* and 10 other Acts dealing with State sector employment). Once these and any other amendments are enacted, it is also necessary to compile all previous amendments into a consolidated version of the Act and to simplify the language of the *Electoral Act* where possible to clarify and increase understanding,

30.   In support of law reform efforts, the Project will specifically work with NEC to review the working of the current proxy system and support efforts to streamline or replace it. The May 2020 Desk Review specifically recommended that "UNDP may have an internal review on the 2019 process and strategise its support for the next electoral cycle in addressing recurring issues of proxy voting and district transfers." The Project will also support exchange visits to examine the New Zealand and Tasmanian systems for overseas voters, which could inform the design of a locally appropriate approach adapted to Nauru, which is technically feasible and sustainable. Whatever is decided upon will then be progressed through appropriate law reforms. Once enacted, these will need to be socialized within the community in advance of the 2022 elections. These changes need to occur well in advance of the next election to ensure buy-in on what would be a significant change to a traditional element of Nauru's electoral system.

31.   The Project will work with the NEC to agree on a final set of amendments to the *Electoral Act*, which reflect suggestions from various electoral observation missions and the experience of Commissioners themselves. The Project will then support the NEC to work with the Ministry of Justice on an amendment Bill/s, to progress these law reforms. In alignment with Outcome 2 below, the Project will also support the NEC to undertake awareness-raising with Members of Parliament on the need for the law reforms and their implications, to enable the swift and effective passage of

improved electoral legislation, which is consistent and comprehensible not only by electoral officials, but by candidates and the public.

32.　　In the longer term, the Project will also commission a research project on the *Borda count* (the electoral system used in Nauru) to identify its strengths and weaknesses and produce recommendations for consideration by the NEC and MPs. Such recommendations will also canvass any electoral reforms that might enhance the participation of women in elections and parliament. As necessary, the Project will support seminars with officials and the public to discuss recommendations and any follow-up action.

> ➢ **Activity 1.2: Support NEC institutional strengthening**

33.　　During the course of the Project, it is anticipated that the NEC will likely need to manage by-elections as well as the scheduled 2022 National Elections. The Project will provide technical support and other assistance, as required, to ensure these electoral events are effectively conducted. Over the longer-term, the Project will also support the NEC to revise and/or standardise all forms used during the electoral cycle, to simplify and improve them as necessary. The NEC will review the current Voter Registration Access Database to ensure that it remains fit for purpose. It has worked well so far but needs development in order to future proof it as much as possible and integrate it more completely into the NEC's processes. Consideration will be given to developing support systems on island and gradually withdrawing the need for International technical assistance to keep it running

34.　　The Project will also work with the NEC to strengthen its internal operations, with a particular focus on systematising internal processes. Currently, a Strategic Plan is in place from 2020-23, but during the course of this Project it is anticipated that further support will be provided to the NEC to review implementation of the existing Plan and develop the next iteration. Notably, implementation of the current Strategic Plan and in fact, all of the Project's support to institutional strengthen, will continue to ensure gender mainstreaming at all levels of the electoral process, including the implementation of the gender strategy for the NEC and the development of a comprehensive gender-sensitive legal, regulatory, procedural, operational and outreach (including civic and voter education) framework for the electoral process.

35.　　In terms of internal operational issues, the Project will work with the NEC to develop an NEC Manual detailing all procedures, documents and processes created for this election, which would operate as a template for all future electoral processes. Building on the 2019 Elections Report produced by the NEC, the Project will also work with Commissioners to produce annual reports, which reflect what has been achieved by the NEC and future priorities. As useful, support will be made more generally to assist the NEC to institutionalise knowledge, in particular, through the more systematical collection of good practice and lessons learned during the electoral cycle.

36.　　To enable the NEC to implement more strategic and systematic work planning and activities, the Project will also work with the NEC to finalise the budget analysis around the 2019 National Election, including analyzing the budgeted vs actual costs, to assess areas with major variances and the reasons for these. This work will feed into developing a template budget which can be used to cost future electoral processes (including costs not only of running different types of electoral events but undertaking ongoing education and outreach). This work will be focused on identifying predictable costs for electoral activities, including referendums, by-elections, general elections and ongoing public education work. Ideally, getting a better handle on the electoral budget will enable the NEC to bring the costs of each election down over time.

37.　　The Project will also directly work on strengthening the staffing capacity of the NEC. To underpin this work, the Project will work with the NEC to create a complete organisational chart, supported by a recruitment plan as necessary. This will factor in the need for permanent and

temporary staff and develop a timeline for when extra staff are needed in advance of an electoral process. This work on the organisational structure will be complemented by individual staff capacity development. A dedicated capacity development program will need to be developed and launched for each staff member including in house training for including workshops on progress achieved, excel and basic database management, archiving, gender mainstreaming in electoral management , event planning and budget planning. Based on a training needs assessment, the Project will support a programme of tailored BRIDGE trainings for staff, on topics such as planning, finance, budgeting and gender. A schedule of overseas observation programs will also be developed and continued support will be provided for Nauru to participate in key regional events, such as PIANZEA, where possible.

38.   The Project will support both regional and peer-to-peer exchanges of practices, ideas, and support between the NEC and pacific EMBs, and the replication of practices that they have learned from other EMBs. Examples include the development and sharing of knowledge products, regional elections calendars, comparative technical briefs, and convening regional discussions on election issues including, for example, approaches to voter registration across the pacific in a bid to acquire best practices in voter registration reform in Nauru. The Project will also facilitate NEC staff to visit other pacific nations during their electoral operations to work with those commissions and examine their practices and processes. The Project will also support the engagement of the NEC with PIANZEA and other regional groupings, to enhance the effectiveness of efforts to share regional lessons and knowledge, and to provide increased exposure to best practices in the region by the sharing of their own experiences, thereby contributing to the NEC's professional and institutional growth. Through these exchanges, the project will work to solidify the NEC as a professional election administration within the region, as well as supporting the development of regional norms in electoral management where possible.

➤ Activity 1.3: Support NEC to undertake voter and civic education

39.   As part of its mandate, the NEC is not only responsible for managing the lead up to, organization of, conduct of and aftermath of elections but also has a broader role to undertake voter and public education throughout the electoral cycle. To this end, the Project will firstly support the NEC to institutionalise information-sharing through a review and overhaul of the NEC website, to make it more focused on the promotion of NEC activities as well as operating as a comprehensive information platform for all Nauru election information. The Project will also continue to support the NEC to produce short information fliers and brochures that simply explain key electoral processes and principles in the local language.

40.   The Project will also support the NEC to develop and implement ongoing voter education activities, aligned with efforts to support broader and inclusive civic education activities (see Output 4 below for more) as well as relevant parliamentary outreach activities (see Output 3 below for more). These activities will be designed to educate the public, and potential candidates, on the role of the NEC, the role of elections in Nauru's governance system, how elections are run and the various points at which the public is involved in elections (including voter registration, nominating as a candidate, campaign rules, voting, election rules and making complaints). In alignment with Output 3 below, specific trainings on these topics for women will be delivered as appropriate. The Project will also support the NEC to implement activities proposed in the current Strategic Plan such as youth voice forums and democratic debate programs. In order to promote the sustainability of these activities, the Project will support the NEC to cost public education activities (see paragraph 33 above) and to roll them out, including by supporting NEC staff with their own skills development in relation to undertaking public education. The May 2020 Desk Review also recommended that "UNDP may also consider enhancing support to the NEC in stakeholder engagement, particularly Civil Society Organizations (CSOs), to foster an environment that may promote domestic observation." Options

for implementing this recommendation will be discussed and designed as part of the Project. The Project team will ensure that a proper coordination of this activity under NEC is rolled out in close collaboration with broader civic education initiatives under Output 4 and Output 3.

> *Output 2: Strengthen National Parliament capacities to ensure inclusive, accountable governance*

➢ Activity 2.1: Support legal and/or operational efforts to entrench parliamentary autonomy

41.   In May 2018, UNDP commissioned the former Deputy Clerk of the NZ Parliament to identify options for achieving the realisation of parliamentary autonomy in Nauru, including the preparation of the draft bill and a roadmap for moving forward the recommended options. This report was completed in 2018 and has been shared with the new Speaker. Following the establishment of a new Government and Parliament in August 2019, a draft bill to provide the National Parliament with financial, staffing and administrative autonomy was developed with support from a UNDP consultant and was passed in late 2020. The Project will use that new law as a basis for working with the Parliament to implement its new structures and processes.

42.   Even in the absence of specific legislation, a first step in promoting parliamentary autonomy will be developing and/or revision of the Parliament Strategic Plan. The Plan should identify the core goals of the Parliamentary Secretariat in support of MPs over the 3-year term of the parliament or longer. The Project will support MPs and parliamentary staff to develop and endorse a Strategic Plan, which can be used to track progress implementing other priorities identified in the Parliamentary Autonomy Bill and more generally.

43.   Whether or not the Bill is passed, the Project will work with the Parliamentary Secretariat to develop key staff's budgeting capacities, including developing standard operating procedures for budget development, implementation and reporting. This will be supported by training and capacity building for the Speaker, Clerk and Parliamentary Secretariat staff on public finance processes and responsibilities. Scrutiny of parliamentary expenditure is essential and will also be reflected in the Bill. In this context, it is anticipated that the Speaker and Clerk will appear before the Public Accounts Committee to answer questions relating to Parliament's expenditures. To ensure better accountability and transparency, the Project will support the Speaker and Clerk to better report on public finances provided to Parliament, including by producing an Annual Report for Parliament which measures its performance against the Parliament Strategic Plan, key performance indicators and any budget indicators.

➢ Activity 2.2: Support parliamentary institutional strengthening

44.   The Project will support the Speaker and Clerk to develop the capacities of the staff of Parliament to ensure they have the skills to deliver quality advice and support to MPs. Notably, if the Parliamentary Autonomy Bill is passed, the Project will work with the Speaker and Clerk to establish a parliamentary corporate services unit, that would be separate from the Nauru Public Service and responsible for managing the staff of Parliament. To this end, the Project will support the Speaker and Clerk in their discussions with the Chief Secretary and Ministry of Finance around the rules and agreements regarding financials, staffing and administrative arrangements to implement parliamentary autonomy. The Project would also support the Speaker and Clerk to develop shared service arrangements between the public service and parliament secretariat (in terms of recruitment, human resources management, dispute resolution and such issues). The Project will help to develop a specific code of conduct for parliamentary staff. The Project will also support the Parliamentary Secretariat to develop a program of engagement with the Public Service and the wider community about the role of Parliament and its secretariat.

45.   The Project will develop and implement ongoing capacity building for Parliamentary Secretariat staff, whether or not they are developed as a separate and distinct service from the public service. Capacity development will be undertaken through a mix of training, mentoring and staff exchanges. As appropriate, capacity development will draw on existing BRIDGE modules, and may even be rolled out in partnership with the NEC and its staff, to promote both resource efficiencies but also partnership building between these two key democratic institutions. The Project will also specifically build the capacities of the Parliamentary Secretariat to lead in the training and development of Nauru MPs on parliamentary practice and procedure and other key oversight functions. This will ensure the sustainability of Project outcomes over time.

➤ **Activity 2.3: Strengthen the oversight role of parliament**

46.   Generally, the oversight role of the Parliament has not been well-developed in Nauru, in large part as a result of the small size of Parliament which has left very few MPs available to actually undertaken oversight of the executive branch. As noted earlier, 12 of 19 MPs are Ministers or Deputy Ministers, and 17 of 19 MPs sit with the Government, leaving only 2 members in Opposition. Historically, committees have not sat very often, Bills are not usually referred for committee consideration, and Bills often pass through several or all stages in the Parliament under a truncated process. The Budget is usually passed at a single sitting, without referral to the Public Accounts Committee or a Committee of Supply.

47.   The Project will work with the Speaker, Clerk and MPs to identify the most appropriate approaches to undertaking committee oversight in Nauru's unique context. Although it is unusual for members of the Government benches or even Cabinet to undertake active oversight of Government actions, in Nauru, the Project will facilitate open discussions with all MPs about the role of parliament as an oversight mechanism and the desired role of MPs in this context. The Project will provide support to a few key committees, in particular, the Public Accounts Committee and any Legislative Scrutiny Committee to help Parliament ensure meaningful oversight of the law-making and budgeting, two key roles of the legislative branch. To this end, the Project will provide training and technical advice to committee Chairs, members and committee staff, strengthen committee research and support services and research and support committees to undertake public consultations, as necessary. Exchanges with MPs from other parliaments of similar size may also be facilitated as appropriate, to show MPs how oversight can be done effectively. During the budget process, the Project will provide specific technical assistance and research support to help MPs analyse the proposed budget and/or review previous expenditures.

➤ **Activity 2.4: Support parliamentary education and public outreach**

48.   The Nauru Parliament has established a good website through previous development assistance, but a review of the contents indicate that the site has not been updated since the election of the new Parliament in August 2016. In order to be useful as a public education tool, it is absolutely critical that the website is regularly updated and shares information with the public about what the parliament has been doing and what work MPs have been undertaking (e.g. bills review, committee hearings held). The Project will support the Parliamentary Secretariat to update the website and ensure that it has a simple content management system (CMS) which allows parliamentary staff to quickly and easily keep the website updated in future. The Project will support the Parliamentary Secretariat develop internal procedures on information management related to management of parliamentary content on the website and to implement these.

49.   In recent years, no funding has been allocated for either parliamentary education or programs for engagement with citizens in the parliamentary budget, but a more autonomous Parliament would be able to focus on these important areas. There is no parliamentary education program run by the Nauru Parliament nor programs for empowerment of youth, women or other groups. The Project will

support the Parliament to design and implement parliamentary outreach programs, with a particular focus on promoting the inclusion of young people and women. Parliamentary staffing may also need to be reviewed, to ensure that there are in-house staffers with the skills to develop and manage public education activities in a sustainable manner over time. Where possible, this work will learn from and/or align with NEC efforts to undertake public education activities and draw on resources and materials produced by the Project under Activity 1.3 and Output 4 below. Parliamentary outreach will include activities such as: developing multi-media and other education resources on the role of parliament, for use by schools, communities and voters; Parliament Open Days; Mobile Constituency Days for communities; regular mock parliament sessions for youth/students and women (see below for more); and theme-based outreach events on sustainable development goals, anti-corruption and empowerment of youth and women.

Output 3: Strengthen the engagement of women in politics and public life

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> **Activity 3.1: Undertaken participatory research and discussion on women's leadership in Nauru**

50.   To address the current under-representation of women in Nauru's political institutions, namely the National Parliament, the Project will support the commissioning of research to help better understand both why women do not run for Parliament in large numbers and why people do not necessarily vote for women when they are on the ballot. This research may also include an assessment of public perceptions towards female leadership in Nauru (through a specific public perceptions survey). Research may also be commissioned on possible reforms (legal, regulatory, electoral or otherwise) that could be implemented to facilitate women political empowerment and participation and the implications of such reforms. Once the various research pieces are complete, the Project will support discussions of the results with MPs, policy-makers and the public to build understanding and support for any possible reforms. As appropriate, technical assistance will be provided to progress gender responsive policy or law reforms.

51.   As part of this effort, evidence-based research on the value and/or options of temporary special measures for women, but also potentially for other marginalised groups (eg. young people, people living with disabilities) should also be undertaken. The May 2020 Desk Review specifically recommended that "UNDP may also support in exploring the feasibility of introducing temporary special measures for the underrepresented groups such as women, youth and people with disabilities." Participatory research, including public consultations and workshops with MPs and other community leaders, could then feed into facilitated public discussions on whether and how TSMs could or should be implemented in Nauru.

> **Activity 3.2: Support capacity development and mentoring of (potential) women leaders**

52.   Drawing on the results of specific Nauru research but also building on considerable regional and global research and knowledge around women's leadership development, the Project will work with the Ministry of Women, National Parliament and non-government women's organisations to develop and implement a program of leadership development for potential women (including young women) interested in participating in politics and public life. Such activities will be offered on a merit-basis and will be focused on building women's skills around campaigning, networking and policy issues. UN Women Headquarters recently produced a training curriculum for potential women candidates which will inform this work. The Project will collaborate with other UN entities and regional organisations to progress women's political participation, including UN Women, PIFS and the SPC gender team. Locally, the Project will also explore options for partnering with the newly formed "Women in Parliament" group, formed after some Nauruan women participated in a course on women in political leadership in Fiji hosted by the International Republican Institute. The group

is in its nascent stages and will need intensive support to maintain the current level of commitment by its supporters, but the NEC has indicated an interest in working with them and the Project will support that, as possible. Any capacity development support provided to potential women candidates will be delivered in line with the UN's electoral framework policies with regards to providing training to political parties and candidates in pre-election periods. Specifically, the UN Policy Directive on Principles and Types of UN Electoral Assistance requires that "engagement with political parties [...] be designed and pro-vided transparently, in an impartial and equitable manner and in a way which is perceived to be politically neutral".[20]

53.   UNDP already has considerable experience supporting training for women leaders, including through the organization of Practice Parliaments for Women around the region. In 2016, a Practice Parliament for Women was held in Nauru. UNDP produced a Training Manual on Practice Parliaments which will be drawn upon to make the training under this Project more sustainable and locally owned. The Practice Parliaments have attracted positive feedback from women participants, who appreciated their opportunity to actually sit within their National Parliament and get hands-on experience of what it is like to act as an MPs. UNDP's close relationship with the Speaker and Clerk, developed through Project support for parliamentary strengthening, provides a strong basis on which to offer such training again in advance of the next national elections.

54.   UNDP will also leverage relationships with Nauruan MPs and MPs throughout the Pacific to facilitate mentoring and networking between Nauruan MPs (both male and female) and potential women leaders, as well as Pacific regional MPs as possible. Learning from the experience of others can be invaluable to aspiring women candidates. MPs will be drawn into trainings for women whenever possible, to share their tips and lessons learned. The Project will also explore practical strategies for setting up a specific mentoring program for women.

➢ **Activity 3.3: Support male advocates for gender equality and women's leadership**

55.   Noting that there have only been a small handful of women MPs elected to Nauru's Parliament, this Project will work actively to draw on the commitment and engagement of male Nauruan leaders to build support for women's leadership amongst the community. Male MPs will be engaged by the Project to support aspiring women candidates, but also to talk to the media, community groups and other thought leaders about the value of women's leadership to the work of government. The Project will also engage with faith-based leaders and other community leaders to build their commitment to supporting women's leadership and to encourage them to speak to their community members about why women's contribution to public life should be valued. This work seeks to support more fundamental "social norms change" which ideally will lead, over time, to more positive community perceptions regarding the value of women's leadership in Nauru. This work will also be complemented by gender-sensitive civic education activities to be implemented under Output 4.

Output 4: Pilot and roll out national civic education initiatives

➢ **Activity 4.1: Implement civic education in the school curriculum**

56.   As discussed earlier, under the NESP (2018-20), UNDP started to work with the Government to develop a civic education curriculum which could be integrated into the general school curriculum. An initial curriculum has been developed for Year 10 students, which will need to be piloted in this second phase of work. The pilot curriculum has been designed – including a teachers' manual and student handbook – but must still be tested through a validation workshop with teachers and experts. Notably, in addition to drawing on international good practice regarding civic education approaches,

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[20] Section D3/C/10, page 8.

the pilot curriculum proactively integrates elements focused on addressing negative perceptions of women's leadership with a view to building support amongst the next generation of voters for merit-based, gender-blind leadership. At the completion of Phase 1 of the NESP, the pilot curriculum was complete but was still to be validated and tested. Accordingly, this Project will work with the Ministry of Education and other key stakeholders to validate the work already done, agree a way forward for integrating the pilot curriculum, and then progress that technical work. Where possible, this initial pilot exercise will draw on South-South expertise from the Fiji Education Ministry, which has already implemented a similar initiative to integrate civic education in the school curriculum.

57.   Once the pilot curriculum is validated and tested, resources will be devoted to first ensuring its roll out across schools and then to extending the curriculum to more year levels. The Project will work with the Ministry of Education to organize training sessions for teachers and to implement feedback mechanisms for teachers as they test the curriculum in classrooms. At the end of the first year of implementation, the Project will support a systematic evaluation of the roll out to identify what worked and what may not have and to then revise the pilot curriculum as necessary. Further training will then be provided to teachers and roll out will be supported again for a period of two years this time.

➢ **Activity 4.2: Design and implement national civic education activities**

58.   In addition to working with the school sector to build a cohort of young Nauruans who have a better understanding of the principles of democratic and accountable government, it is necessary to implement a more broad-based program of civic education (complementary to the voter education that the NEC will be supported to undertake). The initial focus will need to be on developing key messages for the public, and then developing locally-appropriate programs to deliver those messages to all elements of Nauruan society, including through the use of different media. Activities would include both regular education events with a range of different stakeholders, including Youth Forums, Women's Forums and local community forums, as well as a comprehensive ongoing media strategy.

59.   Recognising that Nauru has a sizeable school drop-out rate, this activity will also complement Activity 4.1 above by developing a programme of activities for young people through out-of-school programmes which operate in the informal sector (e.g. drawing on church networks, community groups). In addition to specific education activities targeted at young people, the Project will explore longer-term options for involving young men and women in democratic and decision-making processes For example, a cadre of young people could be developed as youth election observers or youth democracy ambassadors. The Project could work with parliament to explore options for co-opting youth representatives onto parliamentary committees or holding public hearings which actively engage young people.

60.   As part of any civic education and civic engagement initiative, the Project will work with local community groups, as well as local media people, to build their own capacities to both understand the principles of democratic and accountable governance and to then undertaking their own community education activities. The Project will also work with CSOs and community groups to build their own capacities to engage more effectively with key political institutions and processes, for example, in the context of lobbying for the reform of laws or working with the NEC to do electoral observation. The Project will also support activities to build capacities around election reporting and gender-sensitive reporting for the media professionals, in collaboration with UNESCO and UN Women as possible.

Resources Required to Achieve the Expected Results

61.   The required project resources can be categorised into financial, technical, and managerial. The financial resources needed by the project have been indicated on the cover page of the Project

Document and associated funding indications by various donors have been cited. These resources will be used to procure the required technical and managerial services, such as mapped in the Multi-year Work Plan of the Project Document.

62.   Resources in terms of the technical and managerial assistances required has two main elements: (1) capacity building of key political governance institutions in Nauru; and (2) supporting public education and outreach efforts of the Parliament, NEC, the education sector and more directly through specific civic education activities supported by the Project. Accordingly, there are two main forms of resource required to achieve the Project's outputs and outcome:

- *Technical advice:* The most critical resources required to implement the Project is access to high quality technical advisory services. UNDP's Specialist (Governance) will act as the primary source of such advice, providing responsive advice and guidance to Project partners on parliamentary, electoral and public education issues. His/her support will need to be supplemented by technical advisors, brought in via consultancies, who can provide more niche expertise, as necessary. For example, experts may need to be recruited to advise on electoral laws, parliamentary committee processes and civic education approaches. The Project will also benefit from technical advice provided by the UNDP Pacific Office Parliamentary Support Specialist and subject-matter experts from UNDP and other UN agencies. The UN Electoral Assistance Division (EAD) will also provide inputs and guidance on the electoral elements of the Project across outputs 1, 3 and 4;

- *Funding for education and outreach campaigns:* While the Project will focus on supporting Project partners to devise locally appropriate public outreach and civic education strategies, implementation of these strategies will require specific funding. The Project will provide funding for the production civic education materials and initial efforts to undertake civic education. Ideally, demonstrating success in delivering such activities will attract Government funding in the longer-term.

Partnerships & Stakeholder Engagement

63.   Key implementing partners for the Project will be:

- **Nauru National Parliament:** The Parliament is a critical implementing partner, whose buy-in and active engagement are critical to the success of the Project. The Project will work closely with the Speaker and Clerk, as well as the House Committee (if/when it is established) to ensure that there is bipartisan support for Project activities and they meet the needs of all MPs;

- **Nauru NEC:** The NEC is also a critical implementing partner, whose buy-in and active engagement are critical to the success of the Project. The Project will work closely with the three NEC Commissioners and staff;

- **Nauru Ministry of Education (MOE):** The MOE is a key partner in finalising and rolling out the new civic education curriculum that is a part of this Project. The Project will work closely with relevant staff, who have already been engaged in some of this work via the UNDP Electoral Support Project (2018-20). Other departments, such as those focused on youth and women, will also be engaged with as possible;

- **Nauru Ministry of Justice (MOJ):** A number of components of this Project involve law reform. Accordingly, the Project will work closely with the MOJ to build their buy in for progressing such law reforms and to ensure that any draft Bills comply with local requirements;

- **Department of Women under Ministry of Home Affairs:** To support the women's political participation in Nauru, the project will work closely with Department of Women as the lead government arm working on women equality issues in Nauru.

- **Local and regional media:** The media landscape is heavily dominated by government media officials. The Project will work with these officials, as well as relevant regional media organisations reporting on Nauru, both to build their capacities and maximise the impact of voter education and civic education initiatives;

- **Local community groups:** A key element of all four Project Outputs is promoting more active public engagement with political governance institutions and processes, with a special focus on ensuring that women and girls can effectively engage in politics and public life. To this end, the Project will actively engage with local community groups, including women's groups, faith-based organisations and disability organisations.

64. In terms of providers of services and expertise, the Project will also partner with a number of key organisations, many of whom are already have a mandate to engage with Nauru:

- **Victoria Parliament (Australia):** Australia has established a twinning programme between its state legislatures and various Pacific parliaments. As part of this programme, the Victoria Parliament is twinned with the Parliament of Nauru. Where feasible, the Victoria Parliament will be asked to provide in-kind support such as consultants and technical experts;

- **New Zealand Parliament:**[21] The NZ Parliament established the *Tai a Kiwa* (Stronger Pacific Parliaments) Programme in 2019, with a mandate to expand and enhance technical assistance to parliaments in the Pacific. Tai a Kiwa works with Pacific parliaments to build capability, capacity and efficiency. It also aims to grow public understanding of democratic systems and promote an increase of women parliamentarians in the region. This Project will collaborate closely with Tai a Kiwa, including by facilitating exchanges and the provision of technical advice and training. Notably, the NZ Parliament is also the Secretariat of the Pacific Commonwealth Parliamentary Association Branch, and will be engaged in that regard also;

- **UNDP Pacific Office:** The Pacific Office, based in Suva, Fiji has a regional parliamentary adviser and a team that provides expertise related to parliamentary development matters. This expertise will be drawn upon by the project in order to ensure the best quality activities are organised and consultants are selected;

- **Other Pacific UN Agencies:** Depending on the development issue(s) identified for piloting by the project, other UN agencies will be engaged to ensure the technical and thematic issues related to the topic are addressed properly;

- **UN Electoral Assistance Division (EAD):** EAD is responsible across the whole of the UN for providing guidance and advice to UN offices and Governments on electoral issues. The Project will engage EAD in relation to Output 1, Output 2 insofar as it relates to the discussion and potential introduction of TSMs and training to women candidates, and Output 4 as it relates to building the capacity of civil society groups in the areas of election observation and election reporting. EAD has already been engaged with the UNDP Nauru Electoral Support Project (2018-20) which preceded this Project.

- **UN Women Pacific:** As part of the Pacific One UN approach, UNDP will proactively collaborate with UN Women to ensure that programming is complementary and draws on global gender and women's leadership good practice.

- **DFAT / Pacific Women:** The project will also proactively collaborate with Pacific regional project, "Balance of Power – Increasing Women's Participation and Voice in Political Processes.

- **Pacific Islands, Australia, New Zealand Electoral Administrators Network (PIANZEA):** This Network has engaged with the Nauru NEC in the past and offers a useful platform for

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[21] https://www.parliament.nz/en/pb/parliamentary-relations/tai-a-kiwa-stronger-pacific-parliaments/
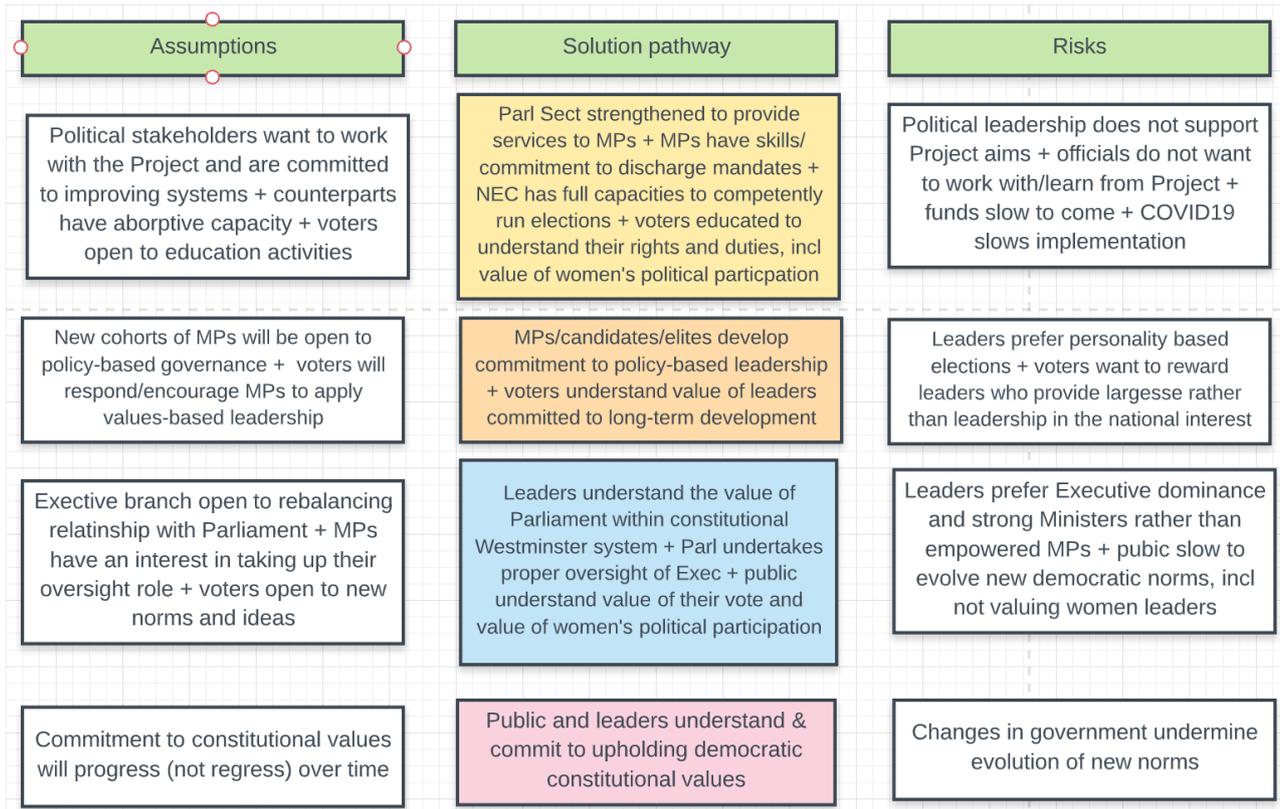
the Nauru NEC both to share experiences and learn lessons from other organisations with similar mandates and resources;

- **Commonwealth Electoral Network:** The Nauru NEC is already of this Network, which is a peer system that facilitates experience-sharing and promotes good practices. The Project will actively seek opportunities to collaborate and leverage the Network's expertise;

- **International parliamentary development partners:** Nauru is a member of the Commonwealth Parliamentary Association (CPA) as well as the Inter-Parliamentary Union (IPU). This Project will facilitate those ongoig relationships, drawing on advice and resources from CPA and the IPU as appropriate. For example, UNDP and IPU produced an Parliaments and SDGs Self-Assessment Toolkit that UNDP has supported other Pacific Parliaments to apply. Nauru also participates in the Commonwealth Women's Parliamentary Network, and will continue to be supported to do so.

Risks and Assumptions

65. A full risk log is attached at Annex 1. One of the most critical risks affecting the Project will be ensuring there is sustained political will in support of strengthening the National Parliament and the NEC. These two institutions have a mandate to ensure effective oversight of political processes and the Parliament has a strong mandate to oversight the executive branch (Government). It will be important that the Nauru Government demonstrates support for the strengthening of these two institutions, both of whom may operate to hold the Government to account, once they are fully discharging their constitutional/legal mandates.

66. Recruiting a high-quality Project Manager (Inclusive & Accountable Governance) (Inclusive & Accountable Governance) may also be a challenge. Technical advice is a critical factor that will drive the success of the Project. As such, it will be important for the Project to be able to recruit someone who has the expertise to provide quality advice to counterparts, and to be a self-starter who can operate largely on his/her own. Experience with other Pacific parliamentary projects has shown it can be difficult to attract technical specialists to smaller island states, especially those which have limited flights in and out. That said, UNDP will use its extensive network of parliamentary and electoral contacts, including with the twinned arrangement already in place with the Victorian Parliament and the PIANZEA network, to identify good options for ensuring the provision of quality technical advice.

Figure 4: Summary of high level risks and assumptions

Assumptions	Solution pathway	Risks
Political stakeholders want to work with the Project and are committed to improving systems + counterparts have aborptive capacity + voters open to education activities	Parl Sect strengthened to provide services to MPs + MPs have skills/ commitment to discharge mandates + NEC has full capacities to competently run elections + voters educated to understand their rights and duties, incl value of women's political particpation	Political leadership does not support Project aims + officials do not want to work with/learn from Project + funds slow to come + COVID19 slows implementation
New cohorts of MPs will be open to policy-based governance + voters will respond/encourage MPs to apply values-based leadership	MPs/candidates/elites develop commitment to policy-based leadership + voters understand value of leaders committed to long-term development	Leaders prefer personality based elections + voters want to reward leaders who provide largesse rather than leadership in the national interest
Exective branch open to rebalancing relationship with Parliament + MPs have an interest in taking up their oversight role + voters open to new norms and ideas	Leaders understand the value of Parliament within constitutional Westminster system + Parl undertakes proper oversight of Exec + public understand value of their vote and value of women's political participation	Leaders prefer Executive dominance and strong Ministers rather than empowered MPs + pubic slow to evolve new democratic norms, incl not valuing women leaders
Commitment to constitutional values will progress (not regress) over time	Public and leaders understand & commit to upholding democratic constitutional values	Changes in government undermine evolution of new norms

South-South and Triangular Cooperation (SSC/TrC)

67.   The UNDP Pacific Office has been providing parliamentary strengthening support across the Pacific for more than 15 years. This means that UNDP has strong relationships with Pacific legislatures across the region that can be leveraged for the benefit of this Project. UNDP has already facilitated parliamentary staff exchanges, both between Pacific legislatures and Australian twinned parliaments. UNDP will also be alert for opportunities to facilitate exchanges between the NEC and the growing number of Pacific electoral commissions that UNDP has increasingly been engaging with over the last 5 years (eg. Vanuatu, Solomon Islands, Fiji). Facilitating the development of cross-Pacific exchanges will hopefully lead to the development of longer-term partnerships between these organisations that can last beyond this Project.

Knowledge

68.   While the bulk of Project activities will be focused on providing technical advice to key national counterparts, the Project recognises that technical advice can be better tailored if it is grounded in an evidence-based analysis of the specific issues that are unique to Nauru. Accordingly, the Project has identified a number of research activities that could help inform the provision of advice through the project. For example, the Project will commission research on the Borda count and any alternatives that might better suit the local context. The Project will also commission research on women's leadership and the reasons women do not nominate and many voters do not vote for women. The Project will also commission rolling evaluations of the civic education activities (including the school curriculum) that the Project will pilot so that these activities can be revised and/or adapted as necessary.

69.   In addition to research, a couple of Project activities will also specifically strengthen Nauru's own information management platforms. The Project will support the development and maintenance of both the NEC and National Parliament websites to make them more useful as information hubs. The Project will also support the NEC and National Parliament to produce annual reports that more

systematically capture and reflect on their achievement and areas of ongoing work. The Project will also support the development of draft laws, which will be supported by research, analysis and technical advice.

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

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

Sustainability and Scaling Up

72.   The Project's focus is to build capacities in ways that will be sustainable over the longer-term. This is why the Project will invest in the development of standard operating procedures and manuals that can be used by MPs, NEC Commissioners and staff of parliament and the NEC over time. Likewise, embedding civic education in the Nauru curriculum is one strategy for ensuring that civic education activities will continue over time and will develop a new cadre of young voters who have a strong understanding of democratic values and accountable political processes.

5. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

73.   Design of the Project has tried to balance the cost-effectiveness of ensuring key Nauru political institutions can access timely and responsive technical advice with the challenge of providing such advice in a very small island context which is located far from most technical hubs. The Project has accordingly proposed recruiting a single in-country Project Manager (Inclusive & Accountable Governance), who will primarily reside in Nauru and manage the delivery of all four outputs, drawing on advice from the UNDP Pacific Office Governance Team and UN EAD.

74.   The Project Manager (Inclusive & Accountable Governance) will be supported in country by a full- time administrative assistant who will be responsible for supporting financial and administrative processes, and a part-time Project Assurance Officer, based in Suva, who will ensure compliance of the project with UNDP's cooperate policies. The Project Manager (Inclusive & Accountable Governance) will also be supported by an Electoral Specialist who will lead on the implementation of Output 1 and support the implementation of civic education initiatives under Output 4 as well as, under Output 3, coordinate with UN Women on discussions around the potential introduction of TSMs and the delivery of training for women candidates. The Project will also be able to access the UNDP Pacific Office's finance, procurement, results management and human resources team; In addition, the project will benefit from the quality assurance and strategic guidance input by the Effective Governance Unit Team Leader and Deputy Team leader. Their costs are included in the Direct Project Costing (DPC) as indicated in the Multi-Year Work Plan.

Project Management

75.   The project will be delivered through a Direct Implementation Modality (DIM) as is the standard for projects which have a component related to United Nations Electoral Assistance. The project is expected to be implemented by the UNDP Effective Governance Team at the UNDP Pacific Office in Fiji through a Project Manager (Inclusive & Accountable Governance) who will be based in Nauru. The Project Manager (Inclusive & Accountable Governance) will be supported by technical experts with the expertise required for the various project activities, who will be recruited on a needs basis by UNDP as consultants. The project's Multi-Year Work Plan provides all details of associated management expenses to be incurred over the project duration. The associated Direct Project Costing (DPC) that will be incurred by UNDP in providing project management and technical project implementation support is effectively indicated in the Multi-Year Work Plan.

76.   The following project team has been designed to manage the direct implementation of the project. Notably, this Project Document is being written during the period of the COVID-19 crisis. Implementation of this Project may be adjusted as needed in the context of the crisis. Remote support by advisors on thematic areas may be the most pragmatic option in the immediate future until the government lifts travel restrictions.

> *Project Manager (Inclusive & Accountable Governance):* This post will be critical to the achievement of the Projects objectives. The person recruited will have a mix of governance technical expertise and project management skills. This person will provide direct technical advice and capacity development support to counterparts in relation to all but the elections component (Output 1). However the Project Manager (Inclusive & Accountable Governance) has the authority to run the project on a day-today basis and is responsible for the everyday management and decision-making of the project.

> *Electoral Technical Specialist (ETS)*: Under the NESP, a full-time ETS was supposed to be based in Nauru. However, the May 2020 Desk Review noted that "due to a lack of classification of Nauru as a duty station and limited ability to accommodate staff long term, the post became part-time consultancy with an arrangement for home-based work and temporary deployment to Nauru several times a year." The Desk Review accordingly recommended that based on the needs of the NEC, this Project may consider either maintaining the current arrangement whereby the ETS is deployed to Nauru several times a year or reassessing the modality of the post to either make it a full-time post based in Nauru or convert into a Regional Electoral Advisor's post based in Fiji to cover mainly Nauru and other Pacific Islands countries within the parameters approved by the UN Focal Point for Electoral Assistance". The ETS will be responsible for delivering on Output 1 and will support the delivery of the civic education (Output 4) components, as well as delivery around the introduction of TSMs and training for women candidates under Output 3.

> *Administrative Officer*: Under the NESP, a full-time administrative officer was based in Nauru to provide administrative and logistic support. Under this new project, the arrangement of having a full-time administrative assistant will be continued.

> *Project Assurance Support Officer* (part-time, Fiji based): This post is already based in the UNDP Pacific Office and will be a shared resource, to ensure greater efficiencies. This person will support monitoring and evaluation activities, including giving advice to the Project Manager (Inclusive & Accountable Governance) as needed.

> International Consultants as required: In relation to Output 1 on the NEC, the project will consult, as a first point of call, the electoral roster managed by the UN's EAD. For other expertise, UNDP will support the Project to undertaken value-for-money consultancy recruitments.

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

78.   In accordance with the Revised Note of Guidance on Electoral Assistance, 2010, the UNDP Country Office will submit status reports on a quarterly basis to the EAD in order to keep the Focal Point informed about the political and technical status of UN electoral assistance and facilitate EAD's support and coordination at headquarters level throughout the project implementation. At the conclusion of the project, EAD shall receive a final project report from the Resident Coordinator/Resident Representative, within three months of the completion of the project. In order to maintain the UN electoral institutional memory, other operational documents may also be requested from the project such as operational plans, budgets, timelines, staffing tables, etc. In line with its normal functions as part of the Department of Political and Peacebuilding Affairs, and to support the Focal Point, EAD may, at any time, (in consultation with the UNCT) conduct a mission to review the progress of the programme, assess the political situation, particularly with regard to the potential for violence, and/or offer support to the Resident Coordinator/Resident Representative. Any change in the parameters for electoral support and/or any extension of the electoral project/component will be subject to the approval of the UN Focal Point in line with the existing UN electoral framework.

6. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/ Regional Programme Results and Resource Framework:

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

UNDP SRPD Output 5.1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative;

UNDP SRPD Output 5.2: Increased transparency and accountability in governance institutions and formal and informal decision-making bodies.

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

Indicative indicator 5.1.1. Proportion of women (to men) participating as candidates in national elections

Applicable Output(s) from the UNDP Strategic Plan:

Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

Project title and Atlas Project Number: Nauru Accountable and Inclusive Governance Project

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	2020	2021	2022	2023	FINAL 2024		
Output 1: *Strengthen National Electoral Commission capacities and*	*1.1 Key electoral laws and processes revised and ready for 2022 elections* **Project-specific results indicators to be assessed using the following rating scale:** *1 = Draft law reforms discussed and prioritised* *2 = Law reform Bill/s drafted and enacted* *3 = Law reforms implemented before 2022 election*	*Election observer reports; Revised laws*	0	2020	*1*	2	3	-		*Assessment of laws; electoral observation 2022*

electoral processes	**IRRF Indicator: 2.2.2.1. Number of Electoral Management Bodies (EMBs) with strengthened capacity to conduct inclusive and credible elections.** **Project-specific results indicators** Extent to which the capacity of the Electoral Commission in Nauru strengthened to conduct inclusive and credible elections (modified IRRF Indicator) To be assessed on the following rating scale: 0=UNDP is not building capacity of the electoral authorities 1=Capacity has not improved 2= Capacity very partially improved 3= Capacity partially improved 4= Capacity largely improved	*Election observer reports; SOPs; Operations Manual*	*Some capacity but new Comm'ers appointed in 2020*	2020	*2*	*3*	*4*	*4*		*Staff surveys after trainings + annual staff skills assessments*
Output 2: *Strengthen National Parliament capacities to ensure inclusive,*	*2.1* **Parliamentary Autonomy Bill implemented** **Project-specific results indicators to be assessed using the following rating scale:** 1 = Structures review against the new law and institutional reform plan designed 2 = Institutional reforms partially implemented 3 = Institutional reforms fully implemented	*Revised laws; M&E missions*	*Parliament autonomy bill drafted; parl not autonomous*	2020	*2*	*2*	*3*	*3*		*review of internal parliamentary admin & finance processes*

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accountable governance	*2.2 MPs and parliamentary staff capacitated to discharge their mandates* **Project-specific results indicators to be assessed using the following rating scale:** 1 = PAC and Legislative Committees (LC) established + members inducted on their roles 2 = PAC holds hearings + LC reviews at least 2 laws 3 = PAC holds hearings + LC reviews at least 3 laws 2 = PAC holds hearings + LC reviews at least 4 laws	*M&E missions*	No parl committt ees operatin g; laws not often debated	*2020*	*1*	*2*	*3*	*4*		*Review of committee reports*
	2.3 MPs and staff capcitated to undertake more effective parliamentary outreach **Project-specific results indicators to be assessed using the following rating scale:** 1 = Training on outreach delivered to MPs and staff 2 = Staff redesign and update Parl website to include interactive feedback components + at least 5 MPs organise ad hoc meetings with constituents to discuss issues 3 = At least 10 MPs organise regular meetings with constituents to discuss issues	*M&E missions*	Parl website not updated; MPs not engaging in active outreach	*2020*	*1*	*2*	*2*	*3*		*Interviews with MPs and staff regarding outreach activities; photos and reports if they have been produced*
Output 3: *Strengthen the engagement of women in politics and public life*	**3.1 Women's participation in elections** **Project-specific results indicators** Number of women nominating as candidates	*NEC data*	8.3% (5 women out of 60)	*2020*						*NEC data*

Output 4: *Pilot and roll out national civic education initiatives*	**IRRF Indicator 2.2.2.5:** Country with strengthened environment for civic engagement, including legal/regulatory framework for civil society organizations to function in the public sphere and contribute to development, and effective mechanisms/platforms to engage civil society (with a focus on women, youth or excluded groups). **Project-specific results indicators** 1. Number of civic education initiatives implemented. Degree of effectiveness to be assessed on the following rating scale 1= Low (# of people reached; impact of civic ed) 2= Medium (# of people reached; impact of civic ed) 3= High (# of people reached; impact of civic ed)	*Voter survey; M&E missions*	1	2020	1	1	2	2		*Sex-disaggregated data collected by the Project; Interviews with CSOs and sample of participants involved; review of participants' feedback forms*

7. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	None
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	None
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	20,000
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.	Every 2nd year	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	None
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 & quality will be discussed by the project board and used to make course corrections.	N/A	None

					N/A	None
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.	Quarterly, Annually at the end of the year 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.	Bi-annually, incl participation from UNDP Pacific Office Suva	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		N/A	20,000

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding	UNDP mandatory evaluation threshold
Independent Final Evaluation	N/A			June 2024	MPs, Parliament staff, NEC staff, MOJ staff, MFA staff, CSO reps, women's groups reps	30,000	project with planned budget or actual expenditure

							between $3million and $5million

8. MULTI-YEAR WORK PLAN [22][23]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: *Strengthen National Electoral Commission capacities and electoral processes* *Gender marker: 2*	**1.1 Activity: Improve electoral legislation and processes** - Review electoral laws, including conducting a gender analysis of the electoral system and related campaign and fundraising regulations + collate all recommendations - Seminar for NEC stakeholders to discuss and agree law reforms - Provide TA on legislative reform to promote a level playing field for women contestants, as needed - Recruit drafting support as needed - Seminar with Ministers/MPs to discuss law reforms - Public education activities to explain law reforms	60,000	60,000	90,000	90,000	UNDP NEC MoJ		Travel DSA Workshop Printing	300,000

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[22] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[23] 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.

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	1.2 Activity: Ensure NEC institutional strengthening to deliver elections - Provide technical assistance (TA) and other necessary support to NEC to run by-elections and 2020 National Elections - Training for NEC Commissioners - Support to strategic Plan Review and revision - Support to develop Standard Operating Procedures - Support to develop Operational Manual - Provide TA to promote gender-responsive electoral processes and gender mainstreaming in electoral management - Voter registration database support - Training for NEC staff - Facilitate South-South exchanges for NEC, as appropriate	60,000	70,000	80,000	100,000	UNDP NEC		Travel DSA Workshop Printing & Publication	310,000
	1.3 Activity: Support NEC to undertake voter and civic education - Redevelopment of NEC website - Development of NEC public education materials - Development of NEC voter education & outreach strategy - Roll out of NEC voter education & outreach strategy	50,000	60,000	70,000	90,000	UNDP NEC		Consultant - IT Support Workshop Printing & Publication Travel DSA	270,000
	Effective technical advisory services and project management support (including DPC)	136,525	136,850	136,324	136,324	UNDP		Staff costs (local & international) Common Services costs DPC Quality Assurance	546,023
	Sub-Total for Output 1	**306,525**	**326,850**	**376,324**	**416,324**				**1,426,023**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 2: *Strengthen National Parliament capacities to ensure inclusive, accountable governance* *Gender marker: 2*	**2.1 Activity: Support efforts to entrench legal & budgetary parliamentary autonomy** - Seminars with Ministers/MPs/public service stakeholders to discuss Parl Autonomy recommendations + agree way forward - Recruit drafting support as needed - Seminar with Ministers/MPs/public service stakeholders to discuss final law reforms + agree implementation approach - Support gender audit of existing policies, practices and rules (incl. legislative rules and procedures) + identify of areas for reform - Develop Parliament Strategic Plan reflecting autonomy - Seminars with Min Finance + stakeholders to implement budgetary autonomy for parliament - Development of necessary supporting documentation to implement budgetary autonomy for parliament	70,000	70,000	60,000	60,000	UNDP Parliament MoJ		Consultant Workshop Printing & Publication Travel DSA	260,000

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	2.2 Activity: Support parliamentary institutional strengthening - Induction training for MPs on rules & key issues - Gender sensitivity training for all MPs on issues including: accountable and transparent leadership; gender sensitive law reform; [24] constituency engagement; inclusion of marginalised groups). - Training for Parliamentary staff - Facilitate South-South exchanges - Seminars with Speaker, Clerk, MPs to agree Parl staff structure - Seminars with Public Service officials + stakeholders to implement staffing autonomy for parliament - Development of necessary supporting documentation to implement staffing autonomy for parliament (incl. new position descriptions, recruitment manuals, approvals processes)	70,000	70,000	70,000	50,000	UNDP Nauru Parliament Other PIC parliament CROP		Consultant Workshop Printing & Publication Travel DSA	260,000

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[24] See UN Women & IPU "Gender Sensitive Law Reform Handbook for Parliamentarians", to be published in late 2020.

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	2.3 Activity: Strengthen the oversight role of parliament - Training for Public Accounts Committee MPs + support staff - Training for Legislative Scrutiny Committee MPs + support staff - Provide TA to committees on gender mainstreaming & gender sensitive oversight - Support MPs in their oversight on gender equality and implementation of SDGs (e.g. status of the State party's report, monitoring government responses to CEDAW recommendations, SDG implementation, etc.). - Produce simple Committee Procedures handbook - Produce template committee reports - Facilitate South-South exchanges	60,000	60,000	70,000	60,000	UNDP Nauru Parliament Other PIC parliament CROP		Consultant Workshop Printing & Publication Travel DSA	250,000
	2.4 Activity: Support parliamentary education and public outreach - Review and updating of Parliament website - Development of Parliament public education materials - Development of Parliament education & outreach strategy - Roll out of Parliament education & outreach strategy	60,000	60,000	70,000	80,000	UNDP Nauru Parliament MoE NEC		Consultant - IT Support Workshop Printing & Publication Travel DSA	270,000
	Effective technical advisory services and project management support (including DPC)	54,858	55,184	54,657	59,657	UNDP		Staff costs (local & international) Common Services costs DPC Quality Assurance	224,356

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	Sub-Total for Output 2	**314,858**	**315,184**	**324,657**	**309,657**				**1,264,356**
Output 3: *Strengthen the engagement of women in politics and public life* *Gender marker: 3*	**3.1 Activity: Undertaken research and analysis on women's leadership in Nauru** - Commission research on women's leadership in Nauru - Commission perceptions survey on women's leadership - Produce recommendations on options for promoting women's leadership - Conduct seminars with key stakeholders to discuss recommendations and agree way forward	130,000	60,000	0	0	UNDP Dept of Women CSOs		Consultant Printing & Publication Travel DSA	190,000
	3.2 Activity: Support capacity development and mentoring of (potential) women leaders - Develop strategy for building cadre of aspiring women candidates - Design & implement rolling program of candidates training - Design & implement mentoring program for aspiring candidates - Support Practice Parliament for Women	50,000	80,000	80,000	100,000	UNDP Dept of Women CSOs		Workshop Travel DSA Consultant	310,000
	3.3 Activity: Support male advocates for gender equality and women's leadership - Work with MPs, public service and community leaders to identify potential male champions of women's leadership - Organise training program for male champions - Support male champions to undertake community advocacy + awareness raising	50,000	70,000	70,000	70,000	UNDP Dept of Women CSOs Other PIC Parliament Nauru Parliament		Workshop Travel DSA Consultant	260,000

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	Effective technical advisory services and project management support (including DPC)	54,858	55,184	54,657	59,657	UNDP		Staff costs (local & international) Common Services costs DPC Quality Assurance	224,356
	Sub-Total for Output 3	**284,858**	**265,184**	**204,657**	**229,657**				**984,356**
Output 4: *Pilot and roll out national civic education initiatives* *Gender marker: 2*	**4.1 Activity: Implement civic education in the school curriculum** - Finalise civic ed curriculum developed under UNDP Electoral Support Project (2018-20), ensuring curriculum is gender sensitive - Seminars with stakeholders to validate pilot curriculum + agree implementation approach - Support roll-out of pilot civic education curriculum, incl collecting gender disaggregated data of participants - Evaluate impact of pilot civic education curriculum, including assessing impact of training on gender equality views of participants - Revise pilot civic education curriculum as necessary - Support more extensive rollout of civic education curriculum	80,000	80,000	0	0	UNDP NEC MoE		Workshop Travel DSA Consultant	160,000

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	4.2 Activity: Design and implement national civic education activities - Seminars with stakeholders (including women's NGOs, media, faith-based organisations, community groups), to discuss civic education principles, approaches and agree a way forward - Develop National Civic Education Strategy & Media Strategy, including specific components focused on promoting gender equality and women's rights social norm change - Support rollout of Strategy, including (i) ensuring rollout integrates principles of gender equality and (ii) collecting sex and age disaggregated baseline and monitoring data	130,000	150,000	150,000	200,000	UNDP NEC MoE Nauru Parliament		Consultant Workshop Printing & Publication Travel DSA	630,000
	Effective technical advisory services and project management support (including DPC)	54,858	55,184	54,657	59,657	UNDP		Staff costs (local & international) Common Services costs DPC Quality Assurance	224,356
	Sub-Total for Output 4	**264,858**	**285,184**	**204,657**	**259,657**				**1,014,356**
Evaluation	**MONITORING & EVALUATION**	0	30,000	0	30,000				60,000
TOTAL (INDIRECT COSTS)		1,171,099	1,222,402	1,110,295	1,245,295				4,749,091
General Management Support		93,688	97,792	88,824	96,624				379,927
TOTAL		**1,264,787**	**1,320,194**	**1,199,119**	**1,344,919**				**5,129,018**

9. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

79. Governance of the project is expected to be undertaken by the Project Board which will convene at least twice a year and more frequently if decided so by the Board. Based on the discussions with each of the senior beneficiary, the Project Board will convene separate Board Meetings with each of the Senior Beneficiary.

80. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager (Inclusive & Accountable Governance), including a recommendation for approval of project plans and revisions. In order to ensure accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, the final decision shall rest with UNDP. In addition, the Project Board plays a
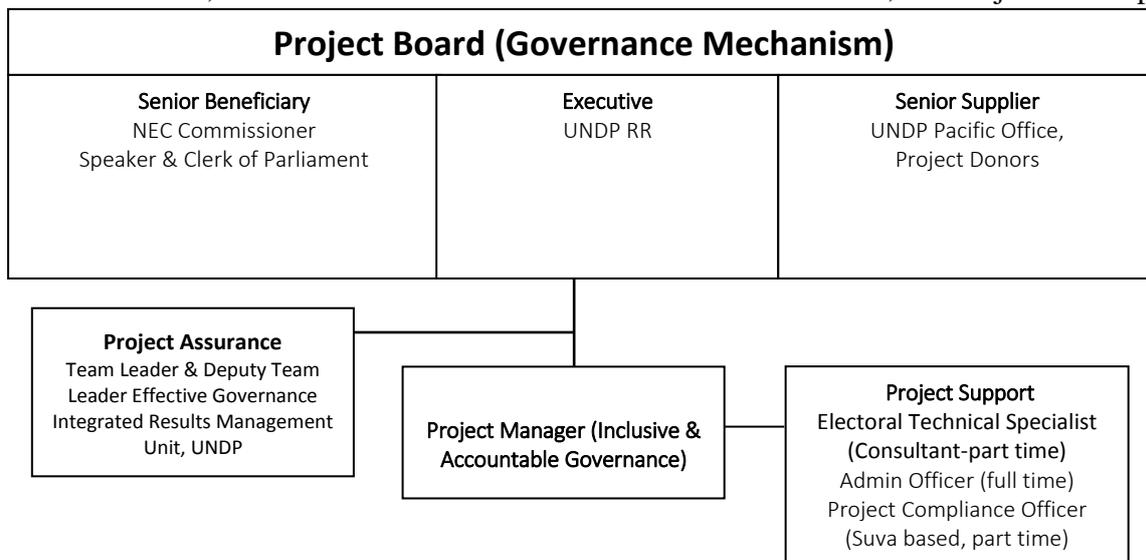
Project Board (Governance Mechanism)		
Senior Beneficiary NEC Commissioner Speaker & Clerk of Parliament	**Executive** UNDP RR	**Senior Supplier** UNDP Pacific Office, Project Donors

Project Assurance
Team Leader & Deputy Team Leader Effective Governance Integrated Results Management Unit, UNDP

Project Manager (Inclusive & Accountable Governance)

Project Support
Electoral Technical Specialist (Consultant-part time)
Admin Officer (full time)
Project Compliance Officer (Suva based, part time)

critical role in UNDP-commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. The Terms of Reference for the Project Board are annexed. The Project Board structure is provided in the diagram below.

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

82. The UN Focal Point for electoral assistance, through EAD, should be notified in a timely manner when project revisions or extensions are envisioned. After consulting with the Resident Coordinator and all relevant entities, EAD will recommend to the Focal Point whether a new needs assessment is required and, if so, whether to send a mission or do a desk review. The Focal Point may determine that some changes or extensions are not significant enough to warrant a new

assessment, in which case the project will simply be amended and implementation will continue. Project extensions of limited duration alone will not trigger a needs assessment.

10. LEGAL CONTEXT

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

11. RISK MANAGEMENT

UNDP (DIM)

84. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

85. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

86. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

87. 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.

88. 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.

89. 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.

90. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such

responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

    i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

    ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

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

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

h. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the

funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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

91. The schedule of payments and UNDP bank account details.

92. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

93. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

94. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

95. All financial accounts and statements shall be expressed in United States dollars.

96. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

97. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

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

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

The contribution shall be charged:

(a) [...%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

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

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

12. ANNEX 1: PROJECT BOARD - TERMS OF REFERENCE

1. Overall Objective of the Project Board

The overall objective of the Project Board is to provide guidance and support to the Project management team in order to reach the Project's overall objective.

2. Specific Objectives of the Project Board

The specific objectives of the Project Board are as follows:
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Review the Quarterly Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review Annual financial and narrative reports;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.
- From time to time approve terms of reference for studies and evaluations
- Address project issues as raised by the Project Manager;
- Agree on Project Manager's tolerances as required.

3. Composition of the Project Board
Under this project, two project boards shall be established.

The first Project Board will consist of relevant representatives of UNDP, New Zealand Ministry of Foreign Affairs, other donor(s) to the project, Nauru Electoral Commission to provide guidance to the Project management team in the implementation of Output 1: *Strengthen National Electoral Commission processes and capacities*.

The second Project Board will consist of relevant representatives of UNDP, New Zealand Ministry of Foreign Affairs, other donor(s) to the project, Parliament of Nauru to provide guidance to the Project management team in the implementation of Output 2: *Strengthen National Parliament capacities to ensure inclusive, accountable governance* (GEN 2)

Since the Nauru Electoral Commission and the Parliament of Nauru will jointly benefit from the implementation of: Output 3: *Strengthen the engagement of women and girls in politics and public life;* and Output 4: *Pilot and roll out national civic education initiatives;* at the board meetings, the two Project Boards, will provide guidance and support to the Project management team in the implementation of Output 3 and 4. The project management team, therefore has the role of ensuring and maintaining synergies across the two Outputs.

The level of the participants will be at a management and senior technical level. The names of the representatives of each organization will be submitted to UNDP two weeks before the first Project

Board meeting. Any subsequent changes of a representative should be sent in writing to UNDP that functions as the Secretariat to the Project Board and chairs the meetings.

4.   Organization of Project Board Meetings

The meetings shall be organized twice a year and more frequently if decided so by the Project Board. Board Meetings, with each of the senior beneficiaries - Parliament of Nauru and Nauru Electoral Commission, shall be held consecutively on the same day.

The Board Meetings shall be held at an appropriate place, time and date convenient for all representatives to attend – virtually or in person.

The following documentation will be submitted to the Project Board Members one week before the meeting:
- -   Agenda;
- -   Minutes from previous meetings;
- -   Summary documents for review, such as annual work plans and progress reports;
- -   Other documentation deemed relevant.

For urgent matters, such as unforeseen difficulties in any of the components of the Project, an ad hoc Project Board meeting may be convened, upon the request, of any of its members.

5.   Outputs of the Project Board

The minutes of each Project Board meeting will be produced by the Project management team and a draft circulated to Project Board members within one week after the meeting, requesting for comments. Any comments should be sent back to UNDP within the following week. Thereafter, the final minutes will be produced within five days of receipt of comments and re-circulated.

Aside from these minutes, it is anticipated that the Project Board will have a positive effect on the dissemination of information among the stakeholders to the Project and reinforce cooperation and coordination.

ANNEX 2: PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ◎◎◎◎◎	**HIGHLY SATISFACTORY (4)** ◎◎◎◎○	**SATISFACTORY (3)** ◎◎◎○○	**NEEDS IMPROVEMENT (2)** ◎◎○○○	**INADEQUATE (1)** ◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION
• **APPROVE** – the project is of sufficient quality to be approved in its current form**.** Any management actions must be addressed in a timely manner.
• **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
• **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA **For all questions, select the option that best reflects the project**		
STRATEGIC		
1. **Does the project specify how it will contribute to higher level change through linkage to the programme's 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 lightbulb for these cases.*	3 **2** 1 **Evidence Refer to section 3.1, Pg 7**	
2. **Is the project aligned with the UNDP Strategic Plan?**	3 **2** 1	

	Yes	No
• **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[25] and adapts at least one Signature Solution[26]. 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 Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **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** Project is clearly linked UNDP Strat Plan - Output 2.2.2, refer to page 27.	
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	**Yes**	**No**

RELEVANT		

	3	2
4. Does the project target groups left furthest behind? • **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2:** The target groups are clearly specified, prioritizing groups left furthest behind. • **1:** The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support*	1	
	Evidence Project has a clear strategy that promotes a "whole of society" approach, including: an entire output on promoting women in politics and public life (pages 13 and 14) and a strong civic education component that targets the furthest behind – children, youth, women and grass roots communities including churches and community groups. Page 14 & 15.	
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.	3	2
	1	
	Evidence Project builds on ongoing work and experiences of UNDP NEC and	

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[25] 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

[26] 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.

- **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.

*Note: Management Action or strong management justification must be given for a score of 1

Parliamentary Strengthening projects, using existing networks, approaches and practices. For example, the 2016 Nauru Practice Parliament was funded by UNDP and forthcoming project will build on women's political participation with a view to achieving substantive outcomes (page 5). Similarly, Output 2 is largely informed by UNDP's current work in the area of parliamentary strengthening, especially identifying the development challenges that exist in the National Parliament and justifying the approach used by the forthcoming project (Pages 11-13)

3	2
1	

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

Evidence

Project clearly outlines partners to be engaged and their comparative advantage at national, regional and global levels. In the area of electoral reforms, the document lists NEC, NGOs, PIANZEA and Commonwealth Electoral Network as amongst the key

for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	partners with their specific roles. On Output 2, engagement with Parliaments in the Pacific (South South) and beyond like Victoria Parliament in Australia who is already Nauru's twin Parliament under the Australia-Pacific twinning arrangement. On output 3, UN Women, Commonwealth Women's Parliament etc. (Pages 9 to17). Project needs to work on its communication plan / approach.

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)* • **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. *Note: Management action or strong management justification must be given for a score of 1	3	2	
	1		
	Evidence The project is anchored in a human rights-based approach and all Outputs have elements of accountability, meaningful participation and non-discrimination, be it elections, parliament or civic education. (Pages 3-18)		

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)*	3	2	
	1		
	Evidence All outputs have rating of Gen 2 (page 1), with		

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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. *Note: Management Action or strong management justification must be given for a score of 1	specific activities that target women's participation / benefit. Outputs 3 and 4 have specific indicators that make explicit references to gender equality. (page 22)

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. *Note: Management action or strong management justification must be given for a score of 1	<table><tr><td>3</td><td>2</td></tr><tr><td colspan="2">1</td></tr></table> **Evidence** The project approach supports strengthening the resilience and sustainability of institutions key to the political and social governance in Nauru. (Pages 1 – 20)

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 reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	<table><tr><td>Yes</td><td>No</td></tr></table> SESP Not Required

MANAGEMENT & MONITORING

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	<table><tr><td>3</td><td>2</td></tr><tr><td colspan="2">1</td></tr></table> **Evidence** The project outputs and activities are at an appropriate level, with results-oriented indicators,

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)* *Note: Management Action or strong management justification must be given for a score of 1	and with baselines. (RF, pages 21-23)	
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)* • **1:** 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. *Note: Management Action or strong management justification must be given for a score of 1	3 1 **Evidence** Project governance mechanism is clearly defined – Project Board, Project Management, team members and their roles. (pages 8,18, 19, 20)	==2==
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk? • **3:** Project risks related to the achievement of results are fully described in the project risk log, 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. Clear and complete plan in place to manage and mitigate each risk, 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 log 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 log, 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 and/or no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	3 1 **Evidence** The project risks related to the achievement of results are clearly articulated (page 17) and risk management measures also outlined (pages 32-34)	==2==
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.** *(Note: Evidence of at least one measure must be provided to answer yes for this question)*	<mark>Yes</mark> (3) Iii, iv, v are relevant. For example, coordinating delivery with other partners as mentioned above and leveraging on their expertise and resource.	No (1)
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.	3 <mark>2</mark> 1 **Evidence** The project has a multi-year budget with specific activities and partial funding from UNDP and NZ. There remains an unfunded portion of the budget. (Page 1 and 26-30)	
16. Is the Country Office/Regional Hub/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. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	3 <mark>2</mark> 1 **Evidence** Refer page 1	
EFFECTIVE		
17. Have targeted groups been engaged in the design of the project?	3 <mark>2</mark> 1	

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	Evidence
• 3: Credible evidence that all targeted groups, prioritising discriminated 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.	A formal request for continued support was sent to UNDP by the Nauru NEC in advance of the design of this Prodoc. (Page 8)

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 (3)	No (1)

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. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3) GEN 2 - refer to Page 1	No (1)
	Evidence	

SUSTAINABILITY & NATIONAL OWNERSHIP		

20. Have national/regional/global partners led, or proactively engaged in, the design of the project? • **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • **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.	3	2
	1	
	Evidence	
	Results and Partnerships are clearly established (Page 8)	

21. 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.	3	2
	1	
	Evidence	
	As mentioned above, this project builds on networks and relationships and experiences of ongoing UNDP projects like NEC and Parliamentary Strengthening. These two projects already work on institutional building and understand the lack thereof (NEC and Nauru Parliament),	

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		and the forthcoming project is tailored to build on institutional capacity strengthening.
22. 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 (3)	<mark>No (1)</mark> N/A since DIM moda lity
23. 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)?	<mark>Yes (3)</mark> On RM, Refer to points 61, 62 (pg. 16-17) & 70 (pg 19) On Comm Strategy, refer to points 68-71	No (1)

ANNEX 3: RISK LOG

#	Description	Type	Impact & Probability	Countermeasures / Management response
1	Political and organisational environment impacts on project implementation through events, such as political tension, suspension of elections.	Political Organisational	Probability - 2 Impact - 4	Build trust through continuous dialogue with Nauru Government, NEC and National Parliament in order to retain flexibility, strong stakeholder ownership, accountability through oversight by the Project Board. Build formal and informal networks with a broad spectrum of champions across and within project stakeholders and NGOs.
2	Change in priority areas for stakeholders resulting in lack of priority to implement project activities.	Political Organisational Strategic	Probability - 2 Impact - 4	Project Manager (Inclusive & Accountable Governance) to monitor and report on progress to the Project Board, UNDP and donors, and flag possible changes in prioritisation for discussion.
3	Engagement of key stakeholders by NEC and National Parliament is not as extensive as originally envisaged	Political Organizational	Probability – 2 Impact - 4	The project envisages key activities to enhance engagement of relevant stakeholders (public, government ministries and CSOs)

To building collaboration mechanisms build awareness on key reform aspects and on the work of the NEC and National Parliament. |
| 4 | Capacity constraints within NEC, National Parliament and supporting Govt bodies (eg. Ministry Justice, Ministry Finance, Public Service Dept) impact on project activities | Operational Organisational | Probability - 2 Impact – 2 | Careful and pragmatic prioritisation, planning and sequencing of project activities will be undertaken with the assistance of the UNDP Pacific Office in Fiji.

Updates to the Project Board on potential challenges and mitigation strategies are identified early, that change leaders are identified early, and over ambitious scheduling is avoided.

Ensure that the pace of implementation is appropriate to avoid 'project fatigue' and matches the absorption capacity. |

				Ensure the scope of activities and terms of reference are endorsed by stakeholders.
5	Reduction in ownership and engagement by stakeholders and project results in delays or halt to project implementation.	Political Strategic	Probability - 2 Impact - 3	Appropriate project management arrangements established and maintained to ensure stakeholder understanding of project management tools, including annual work planning processes, corporate procurement practices and timelines. Ensure the project is fully staffed and supporting project teams provide effective and timely services. Active Project Board monitoring and oversight is taking place.
6	Natural disasters that impact directly on stakeholder priorities and ability to implement and participate in activities under the project.	Environmental	Probability - 2 Impact – 2	Ensure flexible schedule for activity implementation to minimise potential impact on outputs and ensure sequenced and timely implementation of project activities, with adjustments made where necessary.
7	Project funds not fully mobilised or expended.	Operational Financial Organizational	Probability - 3 Impact – 3	Active resource mobilisation will be undertaken as a priority. Application of monitoring and evaluation processes combined with Project Board oversight and monitoring. Prioritization of activities within the AWPs should full resources not be mobilised.
8	Currency fluctuations negatively impact the budget	Operational Financial	Probability - 3 Impact – 5	Both the Australian and NZ dollars have taken major hits in recent months against the US dollar, Similar fluctuations in future could severely undermine the Project budget

ANNEX 4: 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. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Nauru Accountable and Inclusive Governance (NAIG) Project
2. Project Number	000121714
3. Location (Global/Region/Country)	Nauru
4. Project stage (Design or Implementation)	Design
5. Date	05 May 2021 – 31 December 2024

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project mainstreams a human rights-based approach by enhancing the capacities and the role of the Nauru Electoral Commission (NEC) and the Parliament of Nauru in the protection and realisation of human by developing the institutional structures, processes and mechanism to put human rights at the centre of their core functions. The project works with NEC to effectively fulfil its constitutional mandate of conducting periodical, free, fair and credible elections and upholding citizens right to vote and be elected in a genuine election, a necessary and fundamental component of an environment that protects and promotes human rights. The right to vote and be elected in genuine, periodic elections is intrinsically linked to a number of other human rights, the enjoyment of which is crucial to a meaningful

electoral process. These prerequisite rights include the right to freedom from discrimination, the right to freedom of opinion and expression, the right to freedom of association and of peaceful assembly, and the right to freedom of movement.

Working with Parliament, the project contributes to protection of human rights through the strengthening of the capacities of parliament and parliamentarians to promote human rights through its law making, oversight and representation functions. To this end, the project recognizes the role of parliamentarians and parliament to potentially influence policies and budgets at the national level, monitor policy implementation programmes at local levels, address the needs and concerns of their constituencies, and act as a catalyst in the realisation of human rights domestically and internationally.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project has targeted work to promote gender equality ensure that women of all ages are more engaged in politics and public life. It also had a dedicated output working to mainstream gender quality and empowerment in political process "*Output 3 Strengthen the engagement of women and girls in politics and public life (GEN 3)*".
Briefly describe in the space below how the Project mainstreams environmental sustainability
The project does not have any direct negative environmental effects.
Briefly describe in the space below how the project strengthens accountability to stakeholders
To ensure accountability to the stakeholders, a Project Board will be established and is responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager (Inclusive & Accountable Governance), including a recommendation for approval of project plans and revisions. Project Board decisions will also be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In addition, the Project Board will play a critical role in UNDP-commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Stakeholders such as the Nauru Parliament, Nauru Electoral Commission and donors to the Project, will be invited to be part of the Project Board. In addition to the Project Board, the Project Team will also be embedded within the Nauru Electoral Commission and with the Parliament of Nauru to ensure the team is integrated and part of the workforce for the two offices. Regular discussions will be held with head of the Parliament and Office of the Electoral Commission and its staff, Members of Parliament and other relevant stakeholders to ensure that the project and its interventions remains relevant to the context of Nauru.

QUESTION 2: What are the Potential Social and Environmental Risks? Note: Complete SESP Attachment 1 before responding to Question 2.	QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5below before proceeding to Question 5			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	Impact and Likelihood (1-5)	Significance (Low, Moderate Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: ....None	I = N/A L =	N/A	N/A	N/A
Risk 2	I = L =			
[add additional rows as needed]				
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see **SESP** for guidance)			Comments
	Low Risk	X		

	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				
	Is assessment required? (check if "yes")	☐		*No assessment is required*	*Status? (completed, planned)*
	if yes, indicate overall type and status		☐	Targeted assessment(s)	
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐		**No management plan required**	
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	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		N/A
	Human Rights	☐	N/A
	Gender Equality and Women's Empowerment	☐	N/A
	Accountability	☐	N/A
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	N/A
	2. Climate Change and Disaster Risks	☐	N/A
	3. Community Health, Safety and Security	☐	N/A
	4. Cultural Heritage	☐	N/A
	5. Displacement and Resettlement	☐	N/A
	6. Indigenous Peoples	☐	N/A
	7. Labour and Working Conditions	☐	N/A
	8. Pollution Prevention and Resource Efficiency	☐	N/A

Final Sign Off

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

Signature	Date	Description	Signature
QA Assessor **Nanise Saune-Qaloewai**	24 February 2021	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 Revai Makanje Aalbaek		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 Revai Makanje Aalbaek		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.	

13. SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
<u>INSTRUCTIONS</u>: 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?	NO
Would the project potentially involve or lead to:	
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? [27]	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
Would the project potentially involve or lead to:	
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

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[27] 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.

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? *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*	NO
P.12	exacerbation of risks of gender-based violence? *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.*	NO

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
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	
Would the project potentially involve or lead to:	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	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? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	NO
1.12	handling or utilization of genetically modified organisms/living modified organisms?[28]	NO
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[29]	NO
1.14	adverse transboundary or global environmental concerns?	NO
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	NO
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	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)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	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		
Would the project potentially involve or lead to:		
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

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[28] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[29] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

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		
Would the project potentially involve or lead to:		
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		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	NO
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?[30]	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		
Would the project potentially involve or lead to:		
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	NO

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[30] 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.

	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)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	
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? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	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? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	NO
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		NO
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
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
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?	NO
	For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention	
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