



## Project Document

United Nations Development Programme



Project Title:	<b>Strengthening the National Parliament of Solomon Islands</b>
UNDAF Outcome(s):	Pacific Island countries demonstrate and uphold the Forum Principles of Good Leadership and Accountability
Expected Country Programme Outcome(s):	Improving capacities of the Parliament and government to ensure efficient accountability and oversight
Expected Output(s):	Strategic Development Plan of Parliament implemented; Staff services strengthened; Enhanced legislative, oversight and outreach function; Gender policy in parliament initiated
Expected Output(s):	National Parliament of Solomon Islands
Responsible Parties:	Parliament, UNDP

### Brief Project Description

**This project aims to strengthen the National Parliament of Solomon Islands in carrying out its core functions, based upon the parliament's first and comprehensive "5 Year Strategic Plan 2012-2016" and with quality support by the National Parliament Office (NPO) and its staff.**

**The Strategic Plan will modernize parliament by introducing a Parliamentary Calendar, reflecting a Legislative Agenda. Parliament's core functions, to legislate and to oversee, will be strengthened through increased Committee support. Parliament's outreach and parliamentarians' representative role will be enhanced during the "Week of Parliament". The project envisages parliament as the context for development of a gender policy.**

**This project document constitutes the third [and possibly final] phase of the UNDP's "Parliamentary Strengthening Project" in Solomon Islands. Recognizing the significant achievements of the previous two phases of the project, sustainability and national ownership in parliamentary development were central considerations to the project design of this phase of the project. Therefore, the project broadens the cooperation with other partners, and consolidates the quality level of the work of the parliament's staff services.**

Country Programme Period:	2008-2012	Total resources required	<b>1,110,000 US\$</b>
Key Result Area (Strategic Plan)	Good Governance and Human Rights	<i>Total allocated resources:</i>	
Atlas Award ID:	TBD	• UNDP TRAC Funds:	294,415 US\$
<b>Start date:</b>	<b>April 1, 2012</b>	• AusAID:	805,585 US\$ <sup>1</sup>
<b>End Date:</b>	<b>March 31, 2015</b>		
Management Arrangements	National Implementation Modality (NIM)		

National Parliament Office: \_\_\_\_\_

UNDP: \_\_\_\_\_

Date signatures: \_\_\_\_\_

<sup>1</sup> Equivalent of 750,000 AUD calculated using UNORE for March 2012 (0.931)

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## I. SITUATION ANALYSIS

### 1.1. Country Background

Solomon Islands has a population in excess of 550,000 people, speaking sixty-five distinct languages and spread over more than 900 islands.

The Solomon Islands became an independent country in 1978. Following a period of ethnic violence, government malfeasance and stagnation of the economy, the Regional Assistance Mission to the Solomon Islands (RAMSI), was established in 2003. The Mission has partnered with the Solomon Islands government in restoring law and order and modest economic growth. However, the riots that followed the general elections in 2006 suggest that the political, economic and social situation remains fragile.

One component of RAMSI is the Machinery of Government (MOG) program, which has provided wide-ranging advisory and technical support to Solomon governance institutions, including to the National Parliament. The Parliamentary Support Project (PSP) is co-funded by RAMSI and UNDP.

### 1.2. The National Parliament of Solomon Islands

The Solomon Islands is a parliamentary democracy, based on the Westminster model with three arms of government. The executive is composed of the Head of State, Queen Elizabeth, whose authority is exercised by the Governor-General and the Cabinet consisting of the Prime Minister and the other ministers. The legislature consists of a single chamber known as the National Parliament of Solomon Islands. The judiciary consists of the Court of Appeal, the High Court and subordinate courts.

In addition, a number of independent offices have been established under the Constitution, including the Office of the Auditor General, the Office of the Ombudsman, and the Leadership Code Commission, which have important roles in scrutinizing various aspects of government performance in accordance with their individual mandates.

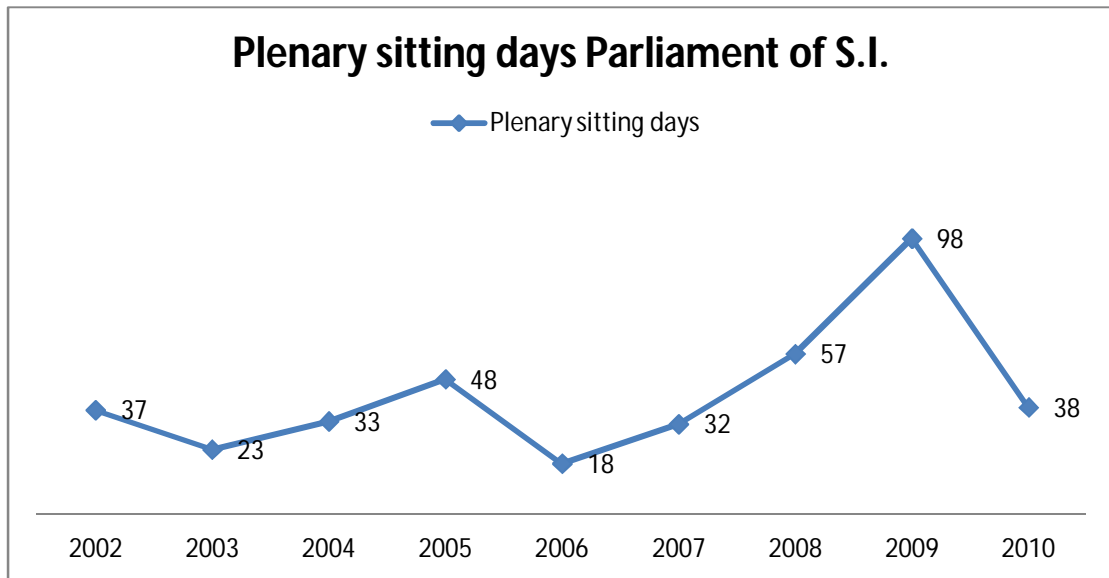
The role, functions and powers of the National Parliament of Solomon Islands are generally similar to the British House of Commons, with the Prime Minister and Cabinet drawn from the Members of Parliament (MPs). The Cabinet, composed of the Prime Minister and other ministers, currently consists of 24 of the 50 MPs. Cabinet is collectively responsible to Parliament for its actions.

MPs are elected through a first-past-the-post electoral system, from single member constituencies, for four-year terms. Party affiliation is rather based on personality and cultural/island affiliation than on issues or political philosophy. The political party development is still at initial stages, with issues based parties and ideological formation still far away, to the advantage of the current clan and family structures determining to a large extent the political choices of individuals. On the other hand, the political heavyweights are all present in parliament, making it the venue reflecting the main sources of power and where power contests take place.

The Speaker is elected by MPs at its first sitting after any general election or in the event of a vacancy at the next sitting of Parliament. The Speaker is elected 'from among persons who are qualified for election as a Member of Parliament', but not from among the sitting MPs. The Deputy Speaker is elected by the MPs from among their number.

The Constitution provides that the Parliament shall meet at least once every 12 calendar months, although the Governor-General may, on advice, convene Parliament at any time. The Parliament generally meets three times per year for approximately three weeks at each meeting.

However, the number of sitting days per session and over the years differ considerably. The below chart gives an overview of actual plenary sitting days per year, demonstrating that 2009 was a very active parliamentary year.



### 1.3. Parliamentary Strengthening Project (PSP)

Based upon the Legislative Needs Assessment conducted in 2001 and subsequent consultations in parliament, UNDP was invited to launch the Parliamentary Strengthening project (PSP). The first phase of PSP covered the years 2005 – 2008 and ran a total budget of 800,000 USD. The second phase (2008-2012) has a budget of 1,909,000 USD. The National Parliament Office (NPO) is the primary beneficiary through which the overall Project outcome is achieved. The project aims to strengthen the NPO's capacity to deliver services in five functional areas: Procedural support services; Committee support services; Information services; Corporate services; and Parliamentary education and community engagement services.

Recognizing that capacity development is a long-term process and must be given sufficient time to build sustainable foundations which will stand the test of time, the UNDP Mid-term Evaluation Team of the second project phase strongly recommended in 2010 the continuation of the project through a third phase from April 2012.

Although the NPO, and particularly the Committee Secretariat, has strengthened its capacity enormously in the last seven years, nonetheless, the Evaluation Team detected fragility in what had been achieved and considered that it should be given more time to consolidate its gains and ensure that processes and systems have taken sufficient root so that they can withstand changes in personnel and the vagaries of political change.

Phase two of the project is implemented by UNDP through the Direct Executive Modality (DEX) with an international Project Manager. In order to promote sustainability, the Evaluation Team recommended that Phase 3 be implemented by the Parliament itself, under the National Implementation Modality (NIM) with a member of the parliamentary staff appointed as the Project Manager. The current project proposal endorses this recommendation. The new project document has been designed accordingly.

While designing the current project document, the achievements of the NPO have been identified as clear and consistent. However, the parliament as a whole remains fragile. The parliament meets insufficiently and irregularly. Committees meet mostly around the plenary sessions and a transparent Parliamentary Calendar is not yet in place.

At the current stage of the development of the National Parliament, rather than cutting off the assistance to parliament which would carry with it a significant risk of retrogression, the mechanisms and structures which can absorb political and personnel changes, and which can institutionalize the progress so far, require consolidation. Therefore, the new project document makes a number of clear strategic choices which ensure the sustainability of the desired policy outputs, as described in following chapter on the strategy of the project.

The new project document envisages a time-period of 3 years to consolidate the functioning of the National Parliament. It also envisages the policy outcomes aimed at becoming a fully functioning and democratic institution. The time-period of the project is 1 April 2012 to 31 March 2015.

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## II. STRATEGY

*In the following strategy chapter, we discuss the foundations of the strategy of this particular project phase, and review the questions of sustainability, project transition, and national ownership in parliamentary development. We will also touch upon the integration of cross-cutting themes throughout the project.*

### 2.1. Strategy Foundations

- *Strategic Plan of Parliament as project basis*

The National Parliament of Solomon Islands has initiated a process to draft and adopt its own five-year Strategic plan. This is an important step to maturity and institutionalization of democratic structures and culture. The Speaker of the National Parliament has called upon, amongst others, the development partners of the country to work in partnership with the National Parliament to achieve the vision, mission and objectives as outlined in the Strategic Plan. With this Project Document, UNDP responds to the call of the Speaker, and outlines in concrete terms the way in which UNDP wants to assist in the implementation of the Strategic Plan. Even more, the different project components build upon the four objectives of the Strategic Plan in a coherent and systematic way. In addition, UNDP will be able to rely on its rich experience in working with parliaments worldwide to broaden the conceptual basis for its engagement with the parliament of Solomon Islands.

- *Focus on Committees of Parliament*

The third and final phase of the UNDP Parliamentary Strengthening Project (PSP) is not a mere continuation of the two previous phases. While building upon the progress made in working with the NPO, the project will be able to bring quality support to the members of parliament through the enhanced focus on the work of the Committees.

Without neglecting the other segments of parliament, the focus on the parliamentary Committees has a distinct rationale and a specific approach.

The rationale is that Committees constitute the heart of a democratic and functioning parliament, since both the legislative function and the oversight function are mainly exercised through the work in Committees. The April 2011 decision by parliament to establish three new Committees has created the potential for a momentum for Committee work in the National Parliament of Solomon Islands. Moreover, the focus on Committee work builds upon one of the areas of relative strength of the present, second phase of the project, the Committee Section in the NPO. As the S.I. parliament grows in maturity, the Committee section of the NPO will become yet more central to the work of parliament.

In the third phase of the project, UNDP will implement a specific approach towards Committee support. Firstly, in the first year of the project UNDP will provide staff support to the Committees Department in the NPO, via the Constitutional expert / senior legal officer and one legal advisor. Secondly, UNDP will offer technical advice and expertise on the issues under responsibility of the Committees, in terms of their legislative and oversight role. Thirdly, UNDP will support the Committee outreach initiatives.

The technical advice and expertise to Committees will aim at the following outputs: improve the legislative process, support Committee public hearings and consultations, enhance MP oversight techniques, pilot review of implementation of legislation, and strengthen the research capacity of committees by incorporating best practices and by working more directly with the NPO research and library capacities.

Project activities, next to vital daily support by the NPO staff, will be: legislative drafting training for Committee staff, development of Committee Annual Work Plans, creating database of external experts and CSOs per Committee, communication and presentation skills trainings for MPs, and opportunities for exchange of views, experiences and peer-support by other MPs visiting Honiara in the framework of a number of roundtables on technical topics / draft laws on the agenda of the Committee. The technical advice will be made available by technical experts as well as MPs from sister-Committees from other countries and the region, thus establishing a valued dialogue and peer discussion among MPs. For this purpose, UNDP intends to do all in its power to nurture cooperation with partner parliaments as well as the UNDP Community of Practice on parliamentary development.

- *Working cooperatively with other partners*

In addition to UNDP, the National Parliament of Solomon Islands can count on the support of the New South Wales (NSW) Parliament through the Twinning Project. As part of the Australian-Pacific Parliaments Twinning Programme (coordinated by the Australian Federal Parliament), the NSW Parliament is now officially paired with the Solomon Islands Parliament. In support of their twinning relationship, in 2009 the NSW Parliament applied for, and was awarded, AusAID funding to work with the Parliaments of Solomon Islands and Bougainville. Planning and coordination between the NSW Twinning Project and the UNDP Project has increased during 2011. The NSW Twinning Project is an important means by which key staff can obtain technical skills development, including through attachments to the NSW Parliament. The mid-term evaluation of the second phase of the UNDP project recommends that UNDP, the NSW Parliament and the Solomon Islands Parliament should endeavor to undertake joint annual planning, to ensure that all parties coordinate their activities and each support institution leverages their comparative advantage for the benefit of the Solomon Islands Parliament; and this is actually already under way.

The Centre for Democratic Institutions (CDI) from Australia is already a partner of UNDP for the capacity development of the seven provincial assemblies in Solomon Islands. The third phase of the project intends to engage with CDI to increase its support to the Parliament of Solomon Islands, in particular to develop MP-to-MP interaction and Committee twinning. It is noted that CDI already completed some work with women candidates for the last elections in 2010.

For the technical advice from fellow MPs from sister-Committees, UNDP will explore cooperation modalities with above partners as well as with the Parliament of New Zealand. These parliaments will certainly be one likely source for a Senior Parliamentary Advisor to the Parliament of Solomon Islands as of April 2013, when, as envisaged here, the mandate of the UNDP-recruited CTA (in this project) will expire.

As the third phase of the project anticipates a larger number of parliament donor support programs as well as a diversification of the donor base for the UNDP project budget, UNDP project staff will assist the Speaker and Clerk in donor coordination initiatives. These initiatives will include Parliament's briefings to donors and international representatives on the proceedings in parliament; Donor Coordination Forum on parliament's capacity building; and the Project Board overseeing the implementation of the UNDP project.

- *Knowledge building and knowledge transfer*

In addition to national staff, Project Manager and the Senior Parliamentary Advisor (one year), a highly selective and targeted use will be made of consultants (some internationally sourced) to provide expertise in specific and technical areas and conduct comparative research. Highly prioritized capacity development through interactions between international consultants and Solomon Islands parliamentarians and senior staff should therefore be an additional tool to the operation of the project. The selection and the role of the consultants requires careful and precise preparation and follow-up to achieve value for money.

However, international support is unlikely, by itself, to provide the range of interventions required to build the capacity required without a strong management which is constantly directing and monitoring capacity transfer on a number of fronts. The Project Manager will need to be in constant contact with the experts and consultants, whether in-country or abroad, to be able to provide them with up-to-date assessments and requests in order to match the capacity gaps and the interventions as delivered by the project. The utilization of international and national democratic parliamentary or governance institutions can also substantially enhance the opportunities for knowledge building and knowledge transfer.

- *Building on lessons learned in parliamentary development*

The proposed project phase intends making use of lessons learned in parliamentary development from across UNDP and other parliamentary development organizations. The issues on which the parliament of Solomon Islands seeks advice and expertise have been discussed and explored, too, in other parliaments as well. The project will bring on board a number of 'lessons learned', through the expertise of parliamentarians and consultants, knowledge materials, manuals and handbooks as well as the guidance of



staff of the UNDP Democratic Governance Group.<sup>2</sup> The project will seek to receive further best practices guidance through AGORA, the multilateral portal on parliamentary development.<sup>3</sup>

## 2.2. Sustainability and project transition

During the second phase of the project, core staff positions needed for the functioning of a democratic parliament have been established with support of UNDP. These include 1 Human Resources and Strategy Support Manager, 1 constitutional expert / senior legal advisor, 1 Media officer, 1 Human Resources and Strategy Support officer, 2 Civic Education officers, 3 legal staff officers, 1 graduate accountant, 2 principal Hansard reporters, 1 Procedures officer, 1 ICT officer. The second phase of the project thus envisaged the financial support for the salary of a number of staff.

Since several of the above mentioned UNDP-financed staff are fulfilling core-functions in parliament, without which a democratic parliament cannot function, the parliament of Solomon Islands should aspire that the state budget takes responsibility for covering the costs of salaries of these staff persons. This will ensure sustainability of the UNDP investments in the human resources of the parliament.

While a discontinuation of all UNDP staff salary support by the end of the second phase of the project (March 2012) would seriously disrupt the functioning of parliament, it would not be prudent to wholly rely on external support for core-functions of parliament. The new and final project phase therefore envisaged a deliberate and progressive reduction of financial support to staff salaries.

A total of 7 staff slots are envisaged to be taken over by the state budget by the end of the second phase of the project (31 March 2012). The other group of 7 staff will be financed by the UNDP-project for maximum one more year (until 31 March 2013), after which the state budget is expected to take them over.

UNDP will aim to achieve the outcomes of this project document through the support of programmatic activities including in the Departments where the salary support will be discontinued, such as through human resources training, ICT training, advice on Hansard proceedings, etc.

By making key-positions in parliament less dependent on external funding while extending project activity support, UNDP wants to secure the sustainability of the project investments and achievements so far. This will be reinforced by the support for one year of a contracted Senior Parliamentary Advisor. This will result in a lighter foot-print of UNDP, which will constitute a major milestone in the desired national ownership in parliamentary development.

## 2.3. National ownership in parliamentary development

National ownership in parliamentary development is one of the guiding principles of the third phase of the project. This will be achieved through the increased responsibilities given to the Project Board under the NIM, National Implementation Modality, and the parliament's responsibility in the management of the project. The Clerk and Deputy Clerk of Parliament, with the support of the new Executive and Management Groups at the NPO, will closely oversee the implementation of project activities.

The UNDP project staffing will also be changed, compared to the second phase of the project, with a view to give national ownership and responsibility for project management. A national Program Manager will take full responsibility for the management of the project as of April 2012. In order to consolidate the achievements of the two previous project phases and provide the needed technical advice to facilitate the work of Committees, the final phase of the project foresees downscaling to an in-country Senior Parliamentary Advisor for one more year, until March 2013. After that time, the project might be best served by targeted and strictly time-limited technical support from part-time parliamentary advisors from any of the partner-parliaments (as noted earlier).

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<sup>2</sup> UNDP, *Strategy Note on Parliamentary Development*, New York, 2009; and: European Commission, *Reference Document on Strategies & Methodologies for working with Parliaments*, Brussels, 2010.

<sup>3</sup> <http://www.agora-parl.org>

The increasing role for national project staff including project management responsibility and the diminishing role for the international presence reflects, amongst others, the project's approach to enhanced national ownership in parliamentary development.

#### 2.4. Integration of cross-cutting themes

Parliament plays a fundamental role in establishing the rule of law, protecting human rights, overseeing transparent governance processes, and ensuring national compliance with international obligations. As the supreme law making body in the Solomon Islands, the decisions of the National Parliament have a major impact on issues facing society, such as peace and stability, the Millennium Development Goals, human rights and gender equality.

Pursuit of activities explicitly focused on cross-cutting themes will need to be integrated within the overall work program of the project and considered carefully, cognizant of the need to maintain support for the parliament in its key functional areas, of the level of support for such activities within the parliament, and of the legislative mandate within which the parliamentary administration and the Committees have to work. An indicative approach to integration of cross-cutting issues will be as follows:

- ✓ **Gender:** Due to the failed attempt in 2010 to introduce Temporary Special Measures (TSM) prior to the 2010 elections -- in concrete terms the proposal for 10 reserved seats for women in the National Parliament -- cautious consideration needs to be given to the best possible way in which the Parliament can play a constructive role in advancing the cause for enhanced women representation in parliament. Specific activities may include: the creation of a "Speakers Reflection Group" on gender policy of parliament, Young Women's Leadership Group in parliament, developing gender messages as a central component of parliamentary education initiatives; ensuring human resources management systems are gender sensitive; reviewing legislation on possible gender-discriminatory provisions and developing amendments to remedy it where appropriate; and liaison with the multilateral platform supporting women in politics.<sup>4</sup>
- ✓ **Human Rights:** Specific activities focused on human rights may include facilitating involvement of external organizations such as the Office of the High Commissioner for Human Rights and the Regional Rights and Resources Team to deliver training and support for the Bills and Legislation Committee and the new Justice Committee.
- ✓ **Millennium Development Goals and poverty reduction:** Specific activities focused on the Millennium Development Goals and poverty reduction may include: supporting the new Committees on Health, Education, and Justice to conduct investigations and discuss and review government initiatives in these matters. On these topics there is need for a strong and effective parliament which scrutinizes the government and government policies, in order to result in actions and policies that will assist meeting MDGs, improving protection of people's human rights, amongst other things. The project envisages a number of thematic seminars and roundtable discussions on Draft Laws, including those covering MDG-topics. The project will produce three parliamentary handbooks on selected topics: 1. Climate change, environment, energy; 2. MDGs; 3. Children Rights and Protection.

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<sup>4</sup> <http://www.iknowpolitics.org>



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### III. RATIONALE FOR PROJECT COMPONENTS

*The design of the current project document is centred on three project components. The following pages provide the rationale for each of the project components, including the conceptual background information, references to initiatives under the project's second phase and the main outcomes under each project component during the project's third and perhaps concluding phase.*

#### COMPONENT 1: MODERNIZING PARLIAMENT AND EMPOWERING STAFF

This component has two sections. The first section envisages the modernization of the parliamentary institution. The second section consolidates the empowering of the staff.

##### I. Parliamentary Institution Modernized

The first project component of the final phase of the Parliamentary Strengthening Project aims to modernize the institutional framework, enabling parliament to address in a structural way some of the challenges impeding the full exercise of its core functions. The institutional strengthening framework refers to the parliament's strategic plan, the process towards parliamentary autonomy, refreshed parliamentary rules or Standing Orders, and inter-parliamentary relations. These issues together will enable the National Parliament of Solomon Islands to modernize its institutional framework.

As is the case in many parliaments, the National Parliament of Solomon Islands has, with the Project's support, just embarked upon a process to prepare and agree a 5 Year Parliament Strategy which determines the parliament's long-term goals for its development. To ensure that the objectives are achieved, the new 5-Year Parliament Strategy 2012-2016 defines a series of activities to be undertaken. The "Implementation Road Map" which accompanies the Strategy document specifies the NPO individuals or groups responsible for each activity and develops timelines for delivery. The Strategic Plan will provide guidance to the international assistance to the parliament, from UNDP and other donor programs.

To facilitate the implementation of the Strategic Plan and substantially upgrade the quality of work of parliament, there is a major need for a Parliamentary Calendar, based upon a legislative agenda as consulted with the Office of the Prime Minister and other executive stakeholders. The House Committee adopted a report suggesting such Calendar in 2007. The Parliamentary Calendar will be an important instrument in modernizing parliament and streamlining its work planning. Although the engagement of the government is needed, in particular for the legislative process, it would be appropriate for the parliament to start preparing a first draft of the Calendar itself, as basis for discussion with the Prime Minister.

One of the main issues in the Strategic Plan 2012-2016, is the question of parliamentary autonomy. In many countries, parliament has managerial but no budgetary and administrative autonomy from the executive. While parliament can amend the budget bills as proposed by the executive, in many countries it has no budgetary autonomy to set its own annual allocation.<sup>5</sup> Also in Solomon Islands, parliament wishes to strengthen its functional autonomy from the government. Taking into account to what extent the parliament is *de facto* and *de jure* already autonomous, a more in depth review will determine the required resources to take on the additional responsibilities in a transparent and accountable way.<sup>6</sup>

To make the parliament of Solomon Islands autonomous from government would require, among other factors, to strengthen the procurement, accounting and finance functions in Parliament. The UNDP mid-term evaluation of the second phase of the Project noted the controversy in 2009 regarding MPs attempts to substantially increase their allowances, and the subsequent Government officials' concerns on the precarious financial situation of the country and the need for Parliament to be sufficiently responsible to take full control over its budget.

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<sup>5</sup> Graham Spindler, *Separation of Powers: Doctrine and Practice*, Parliament of New South Wales, Parliament of New South Wales, 2010, <http://www.parliament.nsw.gov.au/prod/parliament/publications.nsf/0/E88B2C638DC23E51CA256EDE00795896>

<sup>6</sup> Mark E. Warren and Hilary Pearce, *The Separation of Powers and Democratic Renewal of Westminster Systems*, University of British Columbia, Vancouver, 2006, Discussion paper for the Workshop on the Separation of Powers at Yale University, [http://www.politics.ubc.ca/fileadmin/template/main/images/departments/poli\\_sci/Faculty/warren/Separation\\_of\\_Powers\\_and\\_Westminster\\_Systems\\_Draft\\_1.pdf](http://www.politics.ubc.ca/fileadmin/template/main/images/departments/poli_sci/Faculty/warren/Separation_of_Powers_and_Westminster_Systems_Draft_1.pdf)

Another feature to strengthen the parliamentary institution is the application of parliamentary rules or Standing Orders. In every parliament there is a gap between the institution's formal powers and the extent to which politicians are willing or able to use them. Few parliaments effectively use all their powers to scrutinize legislation or hold ministers to account. A comprehensive review of the Standing Orders of the Parliament of Solomon Islands was conducted in 2007-2009, with the support of the Project and in consultation with MPs and parliament staff. Because a substantial number of MPs considered the revised Standing Orders as too complex, the mid-term evaluation of the second phase of the project recommended that the most critical parts of the comprehensive revised Standing Orders be unbundled and dealt with separately (such as the creation of new select Committees). In addition, the revision of the Standing Orders should improve the procedures regarding the development and tabling of bills, e.g. specific time gaps could be required between tabling a bill, second reading and consideration by a relevant parliamentary committee. This is underway.

As the recent experience in Solomon Islands indicates, changes to the Standing Orders are often difficult to achieve and require a long and complex process. Also in other developing parliaments there is a tendency to look for rules-based solutions to problems of parliamentary efficiency. Therefore, it is equally important to look at ways in which the current rules can be used to promote different approaches to oversight or to find new areas for oversight. Examples are enhancing the practice of post-legislative scrutiny, upgrading outreach visits to districts/constituencies, increasing quality and frequency of parliamentary questions, etc.

To that end, the second phase of the project envisaged the creation of a Procedures Office, which is responsible to provide advice and analysis to the Speaker on the application of the Standing Orders. There has been a short term attachment from the New South Wales Parliament under the Twinning project, and UNDP project has made financial provision for the recruitment of staff for the Procedures Office.

Participation in inter-parliamentary relations provides another opportunity to build the parliaments institutional strengthening framework. In many countries, international and inter-parliamentary relations have become an important part of the tasks and responsibilities of MPs. Currently, the National Parliament of Solomon Islands is affiliated with several international parliamentary bodies, such as the Commonwealth Parliamentary Association (CPA), the Commonwealth Forum of Speakers and Presiding Officers and the Asia Pacific Parliamentary Forum. Solomon Islands is not (yet) a member of the Commonwealth Hansard Editors Association and the Inter-Parliamentary Union (IPU). The cooperation with the New South Wales Parliament, the New Zealand Parliament and other Pacific parliaments will be continued and strengthened.

During the previous mandate of parliament and with the support of the UNDP project, the Foreign Relations Committee undertook one major review - of RAMSI. The National Referral Hospital Inquiry was conducted by a Special Select Committee. The Foreign Relations Committee in the current mandate should build upon this further, and also examine Solomon Islands compliance with a number of international human rights treaties and international conventions. The chairperson of the Committee has been elected to the Bureau of the EU-ACP Parliamentary Forum (May 2011).

Based upon work during the second phase of the project and taking into account above considerations, the third and final phase of the project aims to take the following initiatives:

- **Institutional and strategic review of parliament**, by (1.) Advice on the implementation of the Strategic Plan 2012-2016 and conducting a Mid-term evaluation of the Strategic Plan in 2014; (2.) Advice to the Clerk on the organizational structure of the NPO, its Departments, emerging needs, and the Parliament's Annual Work Plans; (3.) Support to the institutionalizing a Parliamentary Calendar.
- **Parliamentary Autonomy.** The project intends to provide legal and policy expertise to the parliament of Solomon Islands by offering a baseline study and conducting a comparative research. A parliamentary and expert roundtable on parliament autonomy and separation of powers will be a key component in the reflections and knowledge sharing process. The output will be a comprehensive paper with options for legislation and transition framework, with impact assessment for each of the options. In this way, the parliament of Solomon Islands will be able to make an informed decision.
- **Procedural advice and Standing Orders**, through consolidation of the Procedures Office and providing orientation briefings for MPs and staff on the revised Standing Orders.
- **International and inter-parliamentary cooperation**, through (1.) UN Country Team briefing notes and presentations to MPs prior to international working visits and attendance at inter-parliamentary conferences; (2.) UN Technical Advice on policies and reporting obligations for treaties and their implementation (UN agencies in S.I. and Pacific MCO).

## II. Parliamentary staff services strengthened

The number and quality of staff is an issue for parliaments in many developing countries, and it is critical to effectiveness. Staff are an essential source of technical and procedural advice for Members, and will therefore need high-level skills in complex areas such as legislative drafting, financial scrutiny and committee inquiries. In addition to the specific tasks that the staff performs, they perform a vital stabilizing role. When there is a high turnover of members at elections (as there is here), there is a risk of little consistency and limited institutional culture.

In this context, parliament staff perform two vital functions. Firstly, they provide continuity. Parliament needs to retain and build its institutional memory, and this exists in the ongoing presence of the staff. Secondly, they must be the principal source of independent and authoritative advice for members on the Standing Orders. This is especially important when the political environment is fragile and the interpretation of the Standing Orders can be highly contested. In short, while politicians determine the substance of parliamentary activity, the staff exists to ensure the integrity of the institution.

The Solomon Islands parliament has 71 staff, of which 57 are financed by the Government of Solomon Islands and 14 through the UNDP project (second phase). UNDP and the Parliament have initiated discussions with the government with the objective to transfer UNDP staff to SIG (Solomon Islands Government) contracts. The current recruitment freeze by the SIG will require further discussion to enable sufficient planning for the government budget to take responsibility for core-functions in the functioning of parliament.

One of the persons under UNDP contract is the Parliament's Human Resources and Strategy Support Manager. She has begun improving records management and facilitating staff professional development planning in cooperation with other staff, the UNDP, the NSW Parliament, the Centre for Democratic Institutions (CDI) and the Commonwealth Parliamentary Association (CPA). The Human Resources Manager is also identifying strategies for developing attractive career paths for staff in order to promote greater retention. Likewise, a strategy will be designed to ensure ongoing recruitment of talented staff for the National Assembly, to ensure that gains made by the Project are sustained and institutionalized.

During Phase 2 of the project, the process of producing a Daily Hansard when parliament is sitting has improved considerably. The Hansard Department, which contains nine persons including two UNDP-paid staff, can count on a new digital Hansard recording system. The new system allows staff to commence transcribing in real time and aims to prevent problems such as delayed or lost recordings. Turnover of meeting and committee minutes is now quicker because of the digital system (as well as the services of additional staff), though there are still bottlenecks because of the increased number of meetings.

Based upon the work during the second phase of the project and taking into account above considerations, the third phase of the project aims to take the following initiatives:

- **Human Resources Strategy and Plan for parliamentary secretariat completed.** UNDP intends to assist in the develop of the HR strategy and plan with input from parliamentary secretariat and endorsed by parliament leadership, to advice the Office of the Clerk on up-dating the Organizational Chart with all staff functions included, to ensure all staff persons have an up-dated and relevant Job Description with clear deliverables and to help to conduct annual performance reviews for each staff, reference HR strategy and plan.
- **Professional skills training for secretariat staff developed.** UNDP intends to assist in developing skills and knowledge management plan for each staff member, facilitate training of staff on topics or areas of performance as per their skills and knowledge management plan, conduct in-house training on staff ethics, protocol, and code of conduct, support the program on staff secondments between the S.I. parliament and other parliaments through the twinning project. In addition, UNDP intends to organize one retreat in 2012 and one retreat in 2014 on management skills development and quality assurance for the NPO, with external advisor on management skills development, through and inter-active and hands-on discussions. Topics are: Change management, Time management, Work organization, Quality assurance. UNDP will also support the development and publication of two Manuals for staff on selected topics (Human Resources manual, Work Organization manual).
- **Effective Reporting of Parliamentary Proceedings.** The Senior Parliamentary Advisor will support the Hansard Department, which is responsible for producing proceedings of every plenary and committee meeting by a specific and stipulated time. In concrete terms, the Senior Parliamentary Advisor will assist in the implementation of the Report on the internal Review of the Hansard Department,

conducted in February / May 2011. The UNDP project has assisted the Twinning project to facilitate distance mentoring from the New Zealand Parliament and will continue to provide this in the third phase. A Quality Review of Hansard documents by the New Zealand Hansard external mentor is also foreseen in 2013, including recommendations on format and approach to Hansards, and on service standards for Hansard. UNDP is also supporting that Hansards are made available to the public on the Parliament's web page.

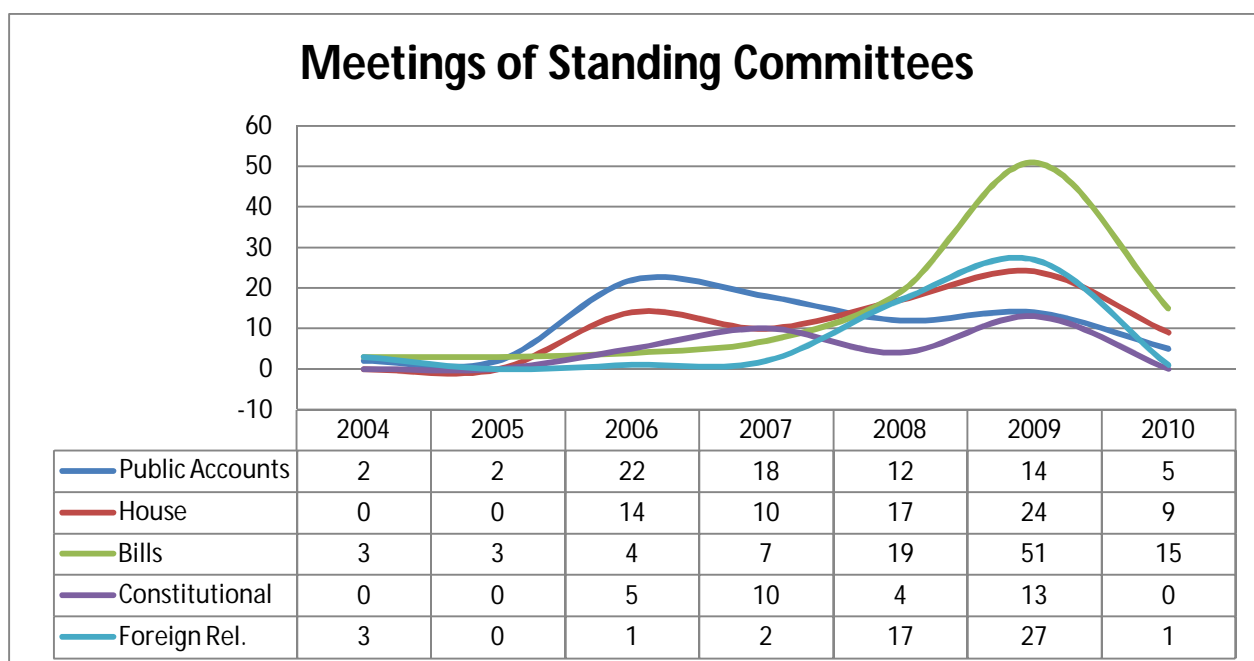
- **Creating an e-Parliament.** UNDP will facilitate the support by the Twinning Project and the Pacific Secretariat for this sub-component, with a view to assist in implementing and reviewing the Parliament's ICT policy. UNDP will also assist in development of an intranet system for Parliament staff and Members to facilitate the sharing of documentation and improving work processes (in cooperation with Pacific Secretariat), and assist in re-design and re-launch the parliament web-site to make it comprehensive and interactive. UNDP will also support an annual program for professional development for Parliament staff and Members in terms of utilizing ICT in their work.

## COMPONENT 2: SUPPORT TO PARLIAMENT'S CORE BUSINESS: LEGISLATION AND OVERSIGHT

### I. Legislative function of parliament

In a democratic country, important conditions for quality implementation of the competencies of the parliament are an efficient legislative process, adequate resources and skills, good organization and good planning. An efficient legislative process implies a strong role for parliamentary committees. The influence of committees on policies are reflected in their active role in all parliamentary activities, most of all in the legislative process. In functional parliamentary committees, discussions on proposed draft laws are carried out based upon the availability of sufficient time, with the support of experts and with the input of relevant stakeholders and civil society. A quality review of draft laws needs to result in a quality report, outlining comments, proposed changes and an overall assessment and quality judgment for consideration by the plenary session.

The parliament currently has five select committees: House; Public Accounts; Bills and Legislation; Constitutional Review; and Foreign Relations. The chart below gives an overview of the number of Committees meetings during the last seven years, noting 2009 as quantitatively active year.



However, the legislative process and the work of the Committees in the National Parliament of Solomon Islands are faced with considerable challenges. While a few Committees have annual work plans most do not; and there is little or no consistency of meeting pattern. For example, from a longstanding base of little activity, the Foreign Relations Committee mounted a single, highly resource intensive inquiry, into RAMSI, and this single activity resulted in the large spike of committee related activity in 2009. From single figure meetings in 2008 and before, 33 meetings of the FRC were held in 2009, the number falling to 1 in 2010. 2010 was an election year, but the election was held in August and this does not credibly explain this slump.

There are – at least – four major challenges to outline. Firstly, the legislative process currently does not allow Parliament the time or information necessary to deliberate thoughtfully before voting on legislation. Bills are often tabled with little advance warning, with the result that MPs have little time to consider the Bills in detail. Although some Bills are referred to committees for consideration, the Bills Committee is often provided with absurdly little time (sometimes only a day) to actually undertake its role to scrutinize draft laws.

Secondly, by what might be considered normal parliamentary standards, the Parliamentary Committee Secretariat has very limited in-house legal capacity to assist Committees in thorough review of draft legislation. Although the Secretariat has lawyers on staff, they are employed partly as committee support staff and also work as legal officers. As a result, the lack of in-house drafting services means that parliamentarians are dependent on the Office of the Attorney General, an office within the Executive Branch of government, for drafting amendments. The mid-term evaluation of the second phase of the project rightly noted that this may result in conflicts of interest where Opposition members wish to draft (unwelcome) amendments to Government Bills.

Thirdly, in reviewing draft laws, MPs have few opportunities to analyze the impact of draft legislation under consideration. A Global good practice supports an integrated approach to analyzing various impacts of Bills through the Regulatory Impact Assessment (RIA). While some MPs might have a basic understanding of the RIA concept, many will not; and a systematic application of RIAs by the government for parliament's use is still to materialize. While the highly complex RIAs produced by governments in developed states is likely to be aspirational here for some time, more should be done to encourage the awareness of legislative impact measurement.

Fourthly, private member legislation is a rarity in Solomon Islands, although it is understood that the current Opposition in Parliament is keen to consider tabling Private Members Bills on key issues. Enhanced capacity for research by parliament would make this possible. The quality of the library has improved over the last few years but MPs use the library only in a limited way, to read papers. In addition, the digitalization of documents and laws still needs to come up to speed.

In view of these challenges, it is commendable that the parliament decided in April 2011 to establish three new committees with a mandate of oversight and legislation. They cover Education, Health and Justice. Substantial additional external support from the government will be required – and has been promised – to start up and sustain the new committees.

Based upon the ongoing work during the second phase of the project and in line with the strategic choice of the third and possibly final phase of the UNDP project to prioritize on support to Committees (mentioned above), the project aims to take the following initiatives:

- **Strengthen the foundations for improved legislative review and drafting**, by: (1.) Conducting an in-depth base-line study on the legislative process in S.I. This study will analyze the law drafting by the government, legislative review at parliament and the public consultation process; (2.) Determining of an annual timetable for the legislative process, in consultation with the Executive and the Bills Committee; and support to determine an annual calendar for the Bills Committee; (3.) Providing advice on review of the Standing Orders enabling Committees more time to examine draft legislation and stipulate that legislation can only move to next reading at a next plenary session; (4.) Organizing seminars on legislation amendment for members of all Committees, in particular the Bills Committee and staff, and skills training for MPs on communication and presentation during Committee meetings.
- **Provide technical expertise and thematic policy advice for Committees**<sup>7</sup>, through (1.) Thematic seminars and roundtable discussions related to draft laws, with participation of parliamentary experts and foreign MPs specialized on the subject matter, through amongst others the Centre for Democratic

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<sup>7</sup> *Recommended Benchmarks for Pacific Island Democratic Legislatures*, CPA-UNDP-FPOC-WBI, 2010, 18 p.



Institutions (CDI) from Australia and the Parliament of New Zealand; (2.) Establishing an expert roster, with vetted local and international experts, to provide technical advice to select Committees on draft legislation; (3.) Offering technical skills lunch workshops for members of parliament and seminars on substantive development issues, including MDGs and environmental / climate change issues; (4.) Publication of three parliamentary handbook on selected topics (one per year): 1. Climate change, environment, energy; 2. MDGs; 3. Children Rights and Protection.

- **Strengthening Committee public hearings** will be promoted through a comparative best practices report on public hearings, a seminar, study visit and manual on the practices of public hearings. The objective is to support the parliament to hold two pilot public hearings per year on selected draft laws. Reports with lessons learned can then be distributed among MPs and policy makers, and lead to an institutionalization of public consultation and public hearing on draft laws through a future revision to the Standing Orders of Parliament to cover the practice of public hearings.

## II. Oversight function of parliament

In a parliamentary democracy, the duties and responsibilities of parliament and of every parliamentarian are to carry out oversight of government. Parliament can hold the government to account through several means, such as questioning senior government officials, reviewing or confirming executive appointments, establishing investigative committees, applying the motion of no confidence for the government. Accountability mechanisms vary by parliament based upon constitutionally defined powers, institutional arrangements between government branches, and divisions of authority between national and local governments.

The parliamentary oversight role goes to the heart of the relationship between the elected representatives and the executive. This relationship is often difficult with lines of authority and responsibility going back and forth. In Solomon Islands, the executive has become the dominant institution. Across the board, the Parliament of Solomon Islands has not been highly effective in exercising its oversight function, mainly due to the lack of experience and the lack of sufficient time available to MPs, since the present pattern is only three plenary sessions per year. In addition, almost half of the MPs are also members of the Government, making it much harder for backbenchers to fully exercise their oversight role.

Nevertheless, there have been two important oversight initiatives taken by the National Parliament of Solomon Islands in recent years. The Foreign Relations Committee reviewed the work of the Regional Assistance Mission to Solomon Islands (RAMSI) and the Special Select Committee Inquiry (established by a private member motion) looked into the quality of medical care provided at the National Referral Hospital. The UNDP mid-term evaluation of phase two of the UNDP project noted that both inquiries were highly successful in bringing key issues of public importance into the public realm for national debate. While this may be the case, and not to detract in any way from the achievement of the work, the question needs to be asked what medium term impact on policy and practice in the respective areas resulted from these highly resource intensive exercises.

The parliamentary question time is probably one of the most effective oversight mechanisms of parliament. In several parliaments, the question period is part of the agenda of the plenary session as the first fixed item. Possible obstacles to effectively holding the parliamentary question time are the absence of ministers, quality of questions forwarded, and the parliament's response in case questions do not receive an answer from the government.

In Solomon Islands, the formula of oral questions to Ministers works indifferently at best; ministers often fail to turn up and when they do, they often struggle to provide substantial answers to the questions posed.

In a functioning parliament, committees can play a profound role in overseeing government policies and activities. Committees can summon ministers for an informative hearing on a specific or urgent issue; and they can develop a series of activities in relation to monitoring the implementation of legislation. As is the case in other parliaments, also in Solomon Islands, parliament gives priority to adopting legislation, but has no practice in post-legislative scrutiny.

One crucial aspect of oversight is financial oversight by parliament. Parliamentary engagement with the budget normally has several stages. First, the parliament debates, reviews and adopts the proposed budget



as submitted by the government. Then, it monitors the execution of the budget. And finally, it considers whether the budget implementation complied with agreed goals. In some parliaments, the Budget Committee reviews and approves the budget, while the Public Accounts Committee (PAC) controls the execution of the state budget from a value-for-money perspective. In all cases, the parliamentary oversight over the budget and control of other public finances is carried out with a view to enhance the transparency of public money expenditures, to assure that budget execution is in line with the law, and is within the set purposes and to control government policies.

In Solomon Islands in recent years, the PAC has played an active role in efforts to oversee government expenditures. With the support of the UNDP project, the PAC has made conscious efforts to ensure that the public is kept abreast of its oversight role and activities by inviting the public to attend hearings and by broadcasting its hearings live. The Secretariat staff plays a highly active role in planning the hearings, preparing questions for committee members, and drafting the PAC committee reports. Also the 2011 budget examination and debate gave testimony to good parliamentary conduct. Unfortunately, the government provides limited responses to PAC reports and recommendations.

While PAC is active, much more should be done to develop Parliament's role in national financial planning and scrutiny. Even as presently constituted, PAC could become more active between House sittings, and engage more strongly with the OAG by holding hearings on AG reports. Beyond that, Parliament's involvement in financial policy is minimal as there exists at present no Finance Committee. The new Parliamentary 5 Year Strategy recognizes these challenges and proposes to examine what practical strengthening measures in this area can be taken. The project will continue to support parliament driven reforms in financial planning and scrutiny.

The Office of the Auditor General (OAG) currently provides Secretariat services to the PAC, based on the need for specialist advice to the PAC on financial issues. Noting the increased capacity and knowledge of the Parliamentary Secretariat staff, the OAG suggests that the Standing Orders be amended so that the Parliamentary Secretariat should provide the PAC secretary.

The relationship between parliament and a number of independent institutions, such as the Ombudsperson, the Leadership Code Commission and the Auditor General, requires further clarification with a view to strengthen the independence and efficiency of those institutions.

The project therefore envisages to:

- **Enhance parliamentarians' oversight capacity**, by organizing a parliamentary and expert roundtable on oversight, training workshops for MPs on oversight techniques, and the launch of a Parliamentary Handbook on Oversight. In addition, the project will advise Committees to include in work plans a timetable for inquiries, including outside the capital. It is also envisaged to have the publication of Q & A on parliament web page and keeping track record of (un)answered questions.
- **Initiate review of implementation of legislation**, through a Concept Paper on post legislative scrutiny, one pilot implementation review hearing and oversight field visit per year is envisaged. Lessons learned will be made available to the parliament, in particular the Bills Committee and House Committee.
- **Enhance MP financial oversight capacity**, through advice to the Public Accounts Committee on development of an Annual Work Plan, publication of an S.I. Parliamentary Handbook on Financial Oversight, Master class on government budget, budget cycle and budget policies. Assist Parliament to review its arrangements for financial policy and scrutiny with a view to extending its scope.
- **Review oversight by independent institutions**. The project plans to support Parliament in a thorough assessment of the independence and accountability of the independent institutions in S.I. and their interaction with parliament, based upon review of existing legal framework, current practices in S.I., relevant international legal and policy documents on independent institutions, international best practices, recommendations on legal framework, resources and advisory and capacity building needs. The assessment report will be followed by a roundtable discussion on findings of the assessment report, and the creation of a mixed working group of MPs and representatives of independent institutions to review policy recommendations and consider legislative follow-up initiatives to strengthen independence and accountability.
- **Improve the library and research services**, by helping to establish a policy on parliamentary research and library services, explore intensified cooperation with university and parliamentary libraries, engage

resources available at AGORA, portal for parliamentary development, and provide regular orientation sessions for Members on the use of the library and undertaking research.

### **COMPONENT THREE: PRESENTING PARLIAMENT TO THE NATION AND TO THE WORLD**

This component has two inter-related but distinct sub-components. Based upon the successful work during the second phase, the project will consolidate its work in the area of civic education, outreach and the representative role of parliament. Secondly, the project will also support parliament in initiating a gender policy of the institution.

#### **I. Civic education, outreach and representative role of parliament**

In a parliamentary democracy, it is of vital importance for parliamentarians to keep good contact with their voters thereby strengthening the accountability of individual members of parliament to their electorates; and to enable parliament to position itself as an outward facing and widely inclusive body. These accountability measures should enable electorates to access the effectiveness of their respective MPs in representing their aspirations in public decision making processes, as well as their ability to explain the importance of decisions made and laws adopted by parliament. To make an assessment of the representative function of any parliament, one needs to look at three criteria. Firstly, citizens' observation of parliamentary proceedings; secondly, citizens' access to accurate and timely information on the work of parliament; and finally, citizens' interaction with members of parliament (constituency relations).

Citizens of Solomon Islands can observe the work of parliament via the broadcast of pieces of the plenary session in the news broadcast bulletins, and in the live broadcast of plenary sessions of parliament on public television until 5 PM, when the regular, evening programming starts. The parliament is considering how to increase this coverage (including dedicated TV and radio channel , although this model is very ambitious indeed). For citizens who wish to follow the plenary session in-person, a large "visitors balcony" is available. There is one committee meeting room, which does not allow for many of the general public to attend. The plenary session room has some facilities for journalists to ensure appropriate reporting.

Citizens' access to accurate and timely information on the work of parliament is limited to the information available on the website of the parliament of Solomon Islands. The web site includes an overview of MPs, the parliament structures and mandate. But the site is rather static and lacks substantial information on the work of parliament in plenary session and commission, such as agendas and conclusions of meetings, draft laws, questions, interpellations and answers of the government, results of voting, etc.

Citizens' interaction with members of parliament (constituency relations) is an enormous challenge for the parliament of Solomon Islands, due to geography of the country with its almost 1,000 islands. Although the electoral system of Solomon Islands is based upon 50 constituencies, it is very hard for MPs to regularly interact with their voters on their work in parliament or government. The constituency work of MPs is limited and difficult to maintain, despite the fact that each MP employs a Constituency Development Officer.

Interestingly, the parliament itself has taken a number of positive initiatives to scale-up the interaction with citizens. With the help of the UNDP project, the parliament has engaged on effective awareness raising and civic education. Specifically, the Parliament Open Day was attended by 8,000 to 10,000 citizens over each of the past three years and, in conjunction with the government and the support of the Project, it conducted its first National Youth Parliament in 2009. The Project also offers public tours of Parliament for interested visitors and half day programs for government employees to introduce them to the roles and responsibilities of Parliament.

In addition, committee inquiries have proven to be an effective vehicle for parliamentary education and community engagement, as identified during the RAMSI and National Referral Hospital inquiries, which informed the general public on the work of parliament in a very thorough and much appreciated way though the resources deployed were massive.

Finally, it is to be noted that the Speaker of parliament is poised, with the Project's support, to begin a program of constituency visits to visit constituencies as a way to inform citizens on the work and the role of parliament.

The parliament's civic education and outreach work is being conducted by the vigorous Civic Education Unit within the NPO. Its work includes community engagement, curriculum support activities, gender and school outreach program. While staff are strongly engaged in the parliament's outreach work, MPs are still to join in substance, though the Speaker's visits will engage local MPs fully..

The final phase of the project therefore envisages to consolidate this work in the following way:

- **Outreach activities**, including the "Week of Parliament". This will be an annual high-profile week in which MPs and staff engage with all segments of society, at central and local level, to inform them on the work of parliament. It includes field visits, media campaign, and visits to schools and municipalities. In addition, throughout the year, parliament will continue its policy for 'open day', receiving schools and public officials in Parliament as well as provincial visits by the Speaker. The project will also provide input to the National Parliament's technical assistance to provincial legislatures. The project intends to publish on the parliament's web-site "Who is who in the National Parliament of S.I.", a publication with biographic data of all MPs and organizational information on Parliament, aimed at policy makers and interested public.
- **Media outreach** will include the support through a UNDP-paid Media officer (1 years max.) to contribute to the newly created Media Office, media training courses on functioning of parliament and briefings on agenda of parliament; and assisting the media in public information programs on the work of Parliament.
- **Schools outreach activities** will continue through the School leadership seminar program, School radio outreach program, regular visits by schools to Parliament building and technical advice on the organization of the Youth Parliament.

## II. Stimulating Gender policy: a role for Parliament

The absence of women in the current parliament of Solomon Islands, following the 2010 elections, has been widely discussed in society in the past year. The undeniably male-dominated political culture in the country, the existing First-Past-The-Post electoral system, single member constituencies and the poor public awareness on gender equality have been mentioned as reasons for the current situation. During the previous term of parliament, a proposal for 10 reserved seats for women as part of a number of Temporary Special Measures was widely discussed, but finally rejected. One of the stated reasons was the lack of interest by women outside of the capital Honiara for the proposal, which was championed by the National Council of Women. Following the rejection of the proposal, no alternative initiatives to enhance the representation of women have been prepared.

However, the National Parliament would be well-placed to take an initiative to start an institutionalized reflection on mechanisms to enhance women participation in political life, prior to the next parliamentary elections in 2014. UNDP has discussed this matter with the Speaker of the National Parliament, who is also the chairperson of the Central Elections Commission.

Solomon Islands has signed up to the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). No national anti-discrimination legislation is in place however.

In this context, the project envisages a focus on both awareness raising as well as stimulating policy development, with a view to support the initiation of a proper gender policy within a parliamentary context. This project component will be implemented in full partnership with UN Women, and in full consultation with the Ministry for Women, Youth, Children and Family Affairs.

- **Awareness raising.** The project will continue to pay the salary of one staff person in the Education Unit (1 year max.) to work on outreach and gender issues. These include support to Young Women's Discussion forum, Annual International Women Day event (8 March) in parliament, liaison with and participate on-line in [www.iKNOWPolitics.org](http://www.iKNOWPolitics.org), the international and multi-lateral knowledge platform supporting women in politics.
- **Policy development.** UNDP will provide support to the Speaker's Reflection Group on the representative nature of the Parliament, organize one roundtable discussion per year on gender-

related thematic question in society (e.g. domestic violence, education for girls,...) in consultation with the related Select Committee (Justice, Education, Health,...), with participation of interested MPs, staff and thematic experts, and followed by consolidated report addressed to the Speaker. UNDP will provide means for a review of existing legislation to identify possible gender discriminatory provisions, and prepare amendments accordingly, for consideration by the Bills Committee. UNDP will support the review of Government's regular report on CEDAW compliance, for consideration by the Foreign Relations Committee.

#### IV. RESULTS AND RESOURCES FRAMEWORK

<b>Outcome as stated in Country Program RRF:</b> Improved capacities of the Parliament and government to ensure efficient accountability and oversight.			
<b>Outcome indicators as stated in UNDP Country Program, including baseline, targets:</b> Baseline: Key elements (policy, public participation) for sustainable development weak. Targets: Mechanisms to articulate sustainable development goals and public participation are functioning; Strategic Plan of Parliament agreed upon.			
<b>Applicable Key Result Area (from UNDP 2008-12 Strategic Plan):</b> Good Governance and Human Rights			
<b>Project title and ID (ATLAS Award ID):</b> Strengthening the National Parliament of Solomon Islands, ATLAS Award ID TBD			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES & INPUTS <i>(see detailed budget table)</i>
<b>Output 1: MODERNIZING PARLIAMENT AND EMPOWERING STAFF</b>			
<b>Output 1.1:</b> <b>Parliamentary Institution Modernized</b>  <i>Baseline:</i> <ul style="list-style-type: none"> <li>- NPO multi-year plan limited to Secretariat development</li> <li>- NPO well functioning due to two previous phases of PSP</li> <li>- Few annual work plans in place, not for entire parliament</li> <li>- Parliament leadership committed to Parliamentary Calendar; government's interest for legislative agenda unclear</li> <li>- Increasing political understanding on requirements of parliamentary autonomy, but government cautious due to budget</li> <li>- Speaker requests advice on procedural matters</li> <li>- Committee on Foreign Relations did nation-wide inquiry on RAMSI</li> </ul>	<b>Year 2012:</b> <ul style="list-style-type: none"> <li>- Start implementation Strategic Plan</li> <li>- Parliament and Department Annual Work Plans</li> <li>- Baseline study &amp; comparative research on autonomy</li> <li>- Amendments to Standing Orders</li> <li>- Orientation briefings for MPs on revised Standing Orders</li> </ul> <b>Year 2013:</b> <ul style="list-style-type: none"> <li>- Parliament and Department Annual Work Plans</li> <li>- Launch of Parliamentary Calendar</li> <li>- Working group Autonomy Briefings notes on inter-parliamentary relations and Treaties</li> </ul>	<b>1. Institutional and strategic review of parliament</b>  <b>1.1. Strategic Plan 2012-2016</b> <ul style="list-style-type: none"> <li>▪ Advice to Speaker and Clerk on implementation of the strategic plan</li> <li>▪ Participate in Executive, Management Groups and Strategy Support Unit at NPO</li> <li>▪ Mid-term evaluation of Strategic Plan in 2014, possible adjustments, self-evaluation ref. "IPU-toolkit for parliamentary self-assessment"</li> </ul> <b>1.2. Organizational Advice</b> <ul style="list-style-type: none"> <li>▪ Advice the Clerk on NPO organisational structure, its Departments, emerging needs, and possible institutional changes</li> <li>▪ Advice on Parliament's Annual Work Plans (based upon the Implementation Roadmap for the Strategic Plan) and on Annual Work Plans for each Department; monitoring and evaluation</li> </ul> <b>1.3. Institutionalizing a Parliamentary Calendar</b> <ul style="list-style-type: none"> <li>▪ Consultations with government, Prime Minister, Attorney General</li> <li>▪ Internal parliament planning group on Parliament Calendar</li> <li>▪ Advice to Speaker and Clerk on consultation and presentation sessions for Parliamentary Calendar</li> </ul> <b>2. Parliamentary Autonomy</b> <ul style="list-style-type: none"> <li>▪ Create parliamentary &amp; expert working group functional autonomy</li> </ul>	Speaker of Parliament Clerk of Parliament Executive Group Management Group Strategy Support Unit Autonomy Working Group  Budget 2012: 49,610 USD Budget 2013: 13,350 USD Budget 2014: 10,800 USD Budget 2015: 1,700 USD <b>Total: 75,460 USD</b>

<p>- Parliamentary oversight on Foreign Affairs is weak</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Strategic Plan and Annual Work Plans published and referred to in parliamentary proceedings</li> <li>- Baseline study and comparative research report on Autonomy available</li> <li>- Number of briefings on revised Standing Orders</li> <li>- Concept Note, briefings notes, presentations on foreign relations matters</li> <li>- Number of meetings with international partners</li> </ul>	<p><b>Year 2014:</b></p> <ul style="list-style-type: none"> <li>- Mid-term evaluation Strategic Plan</li> <li>- Parliament and Department Annual Work Plans</li> <li>- Second Parliamentary Calendar</li> <li>- Draft legislation on parliamentary autonomy</li> <li>- Orientation briefings for MPs on revised Standing Orders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Baseline study on parliament autonomy and separation of powers in S.I.: legal and policy review based upon preliminary research by S.I. parliament; assessment of opportunities and challenges in S.I.; outline of key legal, policy, human resources and financial issues</li> <li>▪ Comparative research on parliament autonomy &amp; separation of powers, models and best practices from selected countries (focus on Commonwealth and Pacific countries)</li> <li>▪ Roadmap for implementation and recommendations</li> </ul> <p><b>3. Procedural advice and Standing Orders</b></p> <ul style="list-style-type: none"> <li>▪ Consolidation of Procedures Office to provide legal and procedural advice to the Office of the Speaker and Clerk (Twinning Project)</li> <li>▪ Advice on key-provisions of revised Standing Orders, e.g. timeline / time gaps for legislative review</li> <li>▪ Orientation briefings for MPs and staff on revised Standing Orders</li> </ul> <p><b>4. International and inter-parliamentary cooperation</b></p> <ul style="list-style-type: none"> <li>▪ Concept Note “Objectives &amp; Strategy for inter-parliamentary relations of S.I.”, by NPO staff in consultation with Foreign Relations Committee</li> <li>▪ Briefing notes and presentations to MPs prior to international visits and inter-parliamentary conferences (UN agencies in S.I.; UNDP MCO)</li> <li>▪ Advice on ratification of treaties and parliament’s oversight on their implementation (UN agencies in S.I. and Pacific MCO)</li> <li>▪ Advice on cooperation with NSW Parliament, IPU, CPA, Asia Pacific Parliamentary Forum, meeting of Clerks and Presiding Officers</li> </ul>	
<p><b>Output 1.2. Parliamentary staff services strengthened</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- HR Manager in place</li> <li>- Discussions on HR strategy initiated</li> <li>- Organizational Chart incomplete</li> <li>- Job Descriptions not entirely clear in terms of deliverables</li> <li>- No skills development plan for each staff</li> <li>- Twinning Project provides opportunities for secondments in NSW Parliament</li> </ul>	<p><b>Year 2012:</b></p> <ul style="list-style-type: none"> <li>- Start HR plan consultations</li> <li>- Publication first Manual</li> <li>- Complete Organizational Chart</li> <li>- NPO management retreat</li> <li>- ICT training MPs and staff</li> <li>- Clear JD for all staff</li> </ul> <p><b>Year 2013:</b></p> <ul style="list-style-type: none"> <li>- Adoption HR plan</li> <li>- Publication Second Manual</li> <li>- Training Plan for each staff</li> </ul>	<p><b>1. Human Resources Strategy and Plan for parliamentary staff</b></p> <ul style="list-style-type: none"> <li>▪ Human Resources and Strategy Support Manager and HR and Corporate Support Officer, paid for one year.</li> <li>▪ Assist in developing HR strategy, policies and plan with input from Parliamentary Secretariat and endorsed by parliament leadership.</li> <li>▪ Development and publication of two Manuals for staff on selected topics. (Human Resources manual, Work Organization manual)</li> <li>▪ Advise Clerk on up-dating Organizational Chart</li> <li>▪ Ensure all staff have up-dated Job Description with clear deliverables</li> <li>▪ HR and Strategy Support Manager to continuously apply and monitor the strategy, policies and plan</li> </ul> <p><b>2. Professional skills training for Parliamentary staff</b></p> <ul style="list-style-type: none"> <li>▪ Develop skills and knowledge management plan for each staff</li> </ul>	<p>HR Department Hansard Support Committee ICT Committee Clerk of Parliament</p> <p>Budget 2012: 67,890 USD Budget 2013: 55,470 USD Budget 2014: 54,380 USD Budget 2015: 6,000 USD <b>Total: 183,740 USD</b></p>



<ul style="list-style-type: none"> <li>- Hansard documents are produced with delays</li> <li>- Intranet system not in place</li> <li>- Web site not inter-active</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- HR strategy endorsed by parliament leadership</li> <li>- Clear deliverables in each Job Description</li> <li>- Number of in-house staff trainings</li> <li>- Number of secondments</li> <li>- External evaluation of Hansard Department</li> <li>- Launch of intranet system</li> <li>- Number of visitors on web site</li> </ul>	<ul style="list-style-type: none"> <li>- Hansard evaluation</li> <li>- Intranet in place</li> <li>- ICT training MPs and staff</li> </ul> <p><b>Year 2014:</b></p> <ul style="list-style-type: none"> <li>- NPO management retreat</li> <li>- Roadmap to implement Hansard evaluation</li> <li>- ICT training MPs and staff</li> <li>- Re-launch web site</li> </ul> <p><b>Year 2015:</b></p> <ul style="list-style-type: none"> <li>- MP briefings on procedures</li> <li>- HR in-house training</li> <li>- ICT training MPs and staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare and consult annual training program for each staff</li> <li>▪ Facilitate training of staff on topics or areas of performance as per the skills and knowledge management plan</li> <li>▪ In-house training on staff ethics, protocol, and code of conduct</li> <li>▪ Support the program on staff secondments between the S.I. parliament and other parliaments through the Twinning project.</li> <li>▪ Interactive NPO retreat in 2012 &amp; 2014 on management skills and quality assurance, with external advisor on management skills. Topics: Change &amp; Time management, Work organization, Quality assurance.</li> </ul> <p><b>3. Effective Reporting of Parliamentary Proceedings</b></p> <ul style="list-style-type: none"> <li>▪ Advice to Hansard Department to ensure implementation of Report reviewing Hansard Department and to produce proceedings of every plenary and committee meeting by a specific and stipulated time</li> <li>▪ Quality review of Hansard documents by New Zealand Parliament Hansard external mentor in 2013, and recommendations on format and approach to Hansards, and on Hansard service standards</li> <li>▪ Ensure Hansards available to the public on the Parliament's web page</li> </ul> <p><b>4. Creating an e-Parliament</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate Twinning Project &amp; Pacific Secretariat support</li> <li>▪ Assist in development of an intranet system for Parliament staff and Members to facilitate the sharing of documentation and improving work processes (in cooperation with Pacific Secretariat)</li> <li>▪ Re-design parliament web-site making it comprehensive &amp; interactive</li> <li>▪ ICT professional development for staff and Members</li> </ul>	
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**Output 2: SUPPORT TO PARLIAMENT'S CORE BUSINESS: LEGISLATION AND OVERSIGHT**

<p><b>Output 2.1: Legislative functioning of parliament strengthened</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Government submits draft laws on short notice, prior to parliament plenary session, leaving Committees too little time for in-depth review</li> <li>- Government has no legislative agenda in place, making it difficult for</li> </ul>	<p><b>Year 2012:</b></p> <ul style="list-style-type: none"> <li>- Baseline report</li> <li>- Three thematic seminars</li> <li>- Lunch workshops</li> <li>- Expert roster on external resources persons</li> <li>- One handbook on selected topic</li> <li>- One public hearing</li> </ul>	<p><b>1. Foundations for improved legislative review and drafting</b></p> <ul style="list-style-type: none"> <li>▪ Baseline study on legislative process in S.I., including law drafting by government, legislative review at parliament and public consultations</li> <li>▪ Determining of an annual timetable for the legislative process, in consultation with the Government and the Bills Committee; and support to determine an annual calendar for the Bills Committee</li> <li>▪ Seminars on legislation amendment and drafting process for members of all Committees, in particular the Bills Committee and staff</li> <li>▪ Skills training for MPs on communication and presentation during Committee meetings</li> <li>▪ Advice to Parliament and Attorney General to ensure that social and</li> </ul>	<p>Chairpersons of Committees Clerk of Parliament Procedures Office</p>
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<p>parliament to adopt a proper Annual Calendar</p> <ul style="list-style-type: none"> <li>- Members lack skills and technical knowledge to prepare amendments on draft legislation</li> <li>- Consultation of external experts and CSOs on draft laws is uneven</li> <li>- Committee public hearings rarely take place</li> <li>- There is limited practice and knowledge on post legislative scrutiny</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Baseline study on legislative process</li> <li>- Government annual Legislative Agenda</li> <li>- Parliament Annual Calendar</li> <li>- Number of thematic seminars and round table discussions on draft laws</li> <li>- Number of distributed copies of three parliamentary handbooks, and best practices report on public hearings</li> <li>- Number of participants on public consultations seminar</li> <li>- Number of pilot public hearings during project period.</li> </ul>	<p><b>Year 2013 :</b></p> <ul style="list-style-type: none"> <li>- Seminar on legislation amendments</li> <li>- Skills training for MPs</li> <li>- Three thematic seminars</li> <li>- Comparative best practices report on hearings</li> <li>- Lunch workshops</li> <li>- One handbook on selected topic</li> <li>- One public hearing</li> </ul> <p><b>Year 2014:</b></p> <ul style="list-style-type: none"> <li>- Three thematic seminars</li> <li>- Lunch workshops</li> <li>- Committee handbook</li> <li>- One handbook on selected topic</li> <li>- One public hearing</li> </ul> <p><b>Year 2015:</b></p> <ul style="list-style-type: none"> <li>- One thematic seminar</li> <li>- One Lunch workshop</li> <li>- One public hearing</li> </ul>	<p>economic impact of draft laws is available during legislative process</p> <p><b>2. Technical expertise and thematic policy advice for Committees</b></p> <ul style="list-style-type: none"> <li>▪ 1 UNDP-funded Constitutional Expert (one year max.)</li> <li>▪ Thematic seminars and roundtable discussions related to draft laws, with participation of experts and foreign MPs specialized on the subject matter, through amongst others the Center for Democratic Institutions (CDI) from Australia and Parliament of New Zealand.</li> <li>▪ Support parliament in establishing an expert roster, with vetted local and international experts, to provide technical advice to select Committees on draft legislation under review.</li> <li>▪ Technical skills lunch workshops for MPs; seminars on substantive development issues, including MDGs, environmental / climate change</li> <li>▪ Publication of three parliamentary handbook on selected topics (one per year): 1. Climate change, environment and energy; 2. MDG's; 3. Children Rights and Protection. Handbook prepared by national committee staff with input from UNDP Sub Office, UNDP Pacific MCO</li> </ul> <p><b>3. Strengthening Committee public hearings</b></p> <ul style="list-style-type: none"> <li>▪ 2 UNDP-funded Legal Officers (one year max.)</li> <li>▪ Comparative best practices report on public hearings in parliamentary committees, procedures and techniques</li> <li>▪ Seminar "Public Consultations and public hearings in Parliaments: challenges for S.I."</li> <li>▪ Ensure publication and regular updating of the Secretariat's 'Committee Handbook', including advice on public hearings</li> <li>▪ One pilot public hearing / year on selected draft law. Reports with lessons learned distributed among MPs and policy makers</li> </ul>	<p>Budget 2012: 95,140 USD  Budget 2013: 71,300 USD  Budget 2014: 43,600 USD  Budget 2015: 15,000 USD  <b>Total: 225,040 USD</b></p>
<p><b>Output 2.2. Oversight role of parliament strengthened</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Due to number of ministers and number of backbenchers, government takes votes of parliament for granted</li> <li>- Oversight activities are mostly limited to Committee sessions around the plenary meetings</li> <li>- Parliamentary Question time in place</li> </ul>	<p><b>Year 2012:</b></p> <ul style="list-style-type: none"> <li>- Master class on government budget</li> <li>- Advice PAC on AWP</li> <li>- Review resources at AGORA</li> </ul> <p><b>Year 2013 :</b></p> <ul style="list-style-type: none"> <li>- Oversight roundtable</li> <li>- Training workshops oversight techniques</li> <li>- One hearing and oversight field</li> </ul>	<p><b>1. Enhance parliamentarians' oversight capacity</b></p> <ul style="list-style-type: none"> <li>▪ Parliamentary and expert roundtable on oversight over the government: challenges, opportunities, rules and best practices</li> <li>▪ Training workshop for MPs on oversight techniques: preparing parliamentary questions, questioning, interpellation in plenary session;</li> <li>▪ Parliamentary Handbook on Oversight, including summary guidelines on oversight</li> </ul> <p><b>2. Implementation of legislation review</b></p> <ul style="list-style-type: none"> <li>▪ Concept Paper on post legislative scrutiny in S.I. (Senior Advisor and</li> </ul>	<p>Chairpersons of Committees  Clerk of Parliament  Procedures Office</p>

<ul style="list-style-type: none"> <li>- Oversight field visits are exceptional</li> <li>- Public Accounts Committee is functioning well</li> <li>- Independent institutions and Parliament are unclear on the precise nature of interaction and best practices</li> <li>- Library is rarely used by MPs</li> <li>- Research capacity of NPO is growing due to increase of staff knowledge skills</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Number of participants at Roundtable on Oversight and at MP training workshops</li> <li>- Concept paper on post-legislative scrutiny and Handbook on Financial oversight</li> <li>- Qualitative and quantitative output from the Master class on government budget</li> <li>- Assessment report on independent institutions</li> <li>- Number of meetings of mixed working group</li> <li>- Number of consultations of the library by MPs</li> <li>- Number of participants on MP orientation sessions for library research</li> </ul>	<ul style="list-style-type: none"> <li>visit</li> <li>- Assessment independent institutions and working group</li> <li>- Research orientation session for MPs</li> </ul> <p><b>Year 2014:</b></p> <ul style="list-style-type: none"> <li>- One hearing and oversight field visit</li> <li>- Master class on government budget</li> <li>- Publication assessment report independent institutions</li> <li>- Research orientation session for MPs</li> </ul> <p><b>Year 2015:</b></p> <ul style="list-style-type: none"> <li>- One hearing and oversight field visit</li> <li>- Handbook on financial oversight</li> <li>- Review resources at AGORA</li> </ul>	<p>UNDP MCO)</p> <ul style="list-style-type: none"> <li>▪ Pilot implementation review hearings and oversight field visits: one per year on selected laws. Reports with lessons learned prepared and distributed among MPs and policy makers (Committee national staff)</li> </ul> <p><b>3. Enhance MP financial oversight capacity</b></p> <ul style="list-style-type: none"> <li>▪ Advice Public Accounts Committee on development Annual Work Plan</li> <li>▪ Advice Parliament to either establish a new Finance Committee, or to extend the role of PAC to provide both accountability for public expenditures and the budget process</li> <li>▪ Publication of an S.I. Parliamentary Handbook on Financial Oversight (Auditor General and national consultant)</li> <li>▪ Master class on government budget, budget cycle and budget policies, for MPs and senior staff (two days, once a year)</li> <li>▪ Working visit to Offices of Auditor General and the Ministry of Finance</li> </ul> <p><b>4. Oversight by independent institutions</b></p> <ul style="list-style-type: none"> <li>▪ Assessment report of the independence and accountability of the independent institutions in S.I. and their interaction with parliament, based upon review of legal framework, current practices in S.I., international legal and policy documents on independent institutions, international best practices, recommendations on legal framework, resources and advisory and capacity building needs; followed by roundtable discussion. (international consultant)</li> <li>▪ Mixed working group of MPs and representatives of independent institutions to review policy recommendations of report and roundtable discussion and consider legislative follow-up to strengthen independence and accountability; technical advice by UNDP</li> </ul> <p><b>5. Improved library and research services</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate mentoring arrangement between the NPSI Library and NSW Parliament Library</li> <li>▪ Help establish policy on parliamentary research and library services</li> <li>▪ Develop lists of needed additional books and periodicals for library</li> <li>▪ Explore intensified cooperation/mentoring with NSW Parliament Library</li> <li>▪ Engage resources available at AGORA</li> <li>▪ Regular orientation sessions for Members on the use of the library and undertaking research</li> </ul>	<p>Budget 2012: 26,720 USD  Budget 2013: 53,940 USD  Budget 2014: 34,000 USD  Budget 2015: 17,000 USD</p> <p><b>Total: 131,660 USD</b></p>
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**Output 3: PRESENTING PARLIAMENT TO THE NATION AND TO THE WORLD**

<p><b>Output 3.1:</b> <b>Education &amp; outreach work of Parliament developed, MPs representative role enhanced</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Outreach activities well developed</li> <li>- Speaker did first provincial visit</li> <li>- Provincial assemblies request support National Parliament on PACs</li> <li>- Journalists know insufficient on parliament and its procedures</li> <li>- Public information programs on work of parliament in place</li> <li>- School groups regularly visit Parliament</li> <li>- Youth Parliament 2011 was successful, MP involvement needed</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Number of events and number of participants in Week of Parliament</li> <li>- Number of participants at media training courses</li> <li>- Number of school visits</li> <li>- Number of participants at Youth Parliament</li> </ul>	<p><b>Year 2012:</b></p> <ul style="list-style-type: none"> <li>- Week of Parliament</li> <li>- Public Information program</li> </ul> <p><b>Year 2013:</b></p> <ul style="list-style-type: none"> <li>- Week of Parliament</li> <li>- Who-is-who in parliament</li> <li>- Public information program</li> </ul> <p><b>Year 2014:</b></p> <ul style="list-style-type: none"> <li>- Week of Parliament</li> <li>- Public information program</li> </ul> <p><b>Year 2015:</b></p> <ul style="list-style-type: none"> <li>- Week of Parliament</li> </ul>	<p><b>1. Outreach activities</b></p> <ul style="list-style-type: none"> <li>▪ One UNDP-paid Civic Education Officer (one year max.)</li> <li>▪ “Week of Parliament”, once per year</li> <li>▪ Advice on provincial visits by the Speaker</li> <li>▪ Input to the National Parliament’s technical assistance to provincial legislatures on procedural modernisation and PL PAC’s</li> <li>▪ “Who is who in Parliament of S.I.”: publication on parliamentary website with biographic data of all MPs and organizational information on Parliament; for policy makers and interested public.</li> <li>▪ Speaker sponsored Annual event for Children</li> </ul> <p><b>2. Media</b></p> <ul style="list-style-type: none"> <li>▪ One UNDP-paid staff Media officer (1 year max.) to contribute to newly created Media office</li> <li>▪ Media training courses on functioning of parliament and briefings on agenda of parliament</li> <li>▪ Assist media in public information programs on the work of Parliament</li> </ul> <p><b>3. Technical Advice on Schools and NGOs outreach (Parl. Advisor)</b></p> <ul style="list-style-type: none"> <li>▪ School leadership seminar program</li> <li>▪ School radio outreach program</li> <li>▪ Regular visits by schools to Parliament building</li> <li>▪ Technical advice to Youth parliament in 2012</li> <li>▪ Monthly seminar with MPs and NGOs on sectoral themes</li> </ul>	<p>Clerk of Parliament Civic Education Department HR Department MPs and their constituency development officers</p> <p>Budget 2012: 116,740 USD Budget 2013: 102,260 USD Budget 2014: 62,000 USD Budget 2015: 38,000 USD <b>Total: 319,000 USD</b></p>
<p><b>Output 3.2:</b> <b>Gender policy of parliament initiated</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Parliament includes no women</li> </ul>	<p><b>Year 2012:</b></p> <ul style="list-style-type: none"> <li>- Young Women’s forum</li> <li>- Thematic round table</li> <li>- Review existing legislation</li> </ul> <p><b>Year 2013:</b></p>	<p><b>1. Awareness raising</b></p> <ul style="list-style-type: none"> <li>▪ Support to newly established Young Women’s Parliamentary Discussion forum</li> <li>▪ Annual International Women Day event (8 March) in parliament, hosted by the Speaker or Clerk, in cooperation with National Council of Women; Ministry of Women; UN Women and elected women in</li> </ul>	<p>Speaker of Parliament Clerk of Parliament Civic Education Department Committees of parliament UN Women</p>

<p>MPs following 2010 elections</p> <ul style="list-style-type: none"> <li>- Discussion on TSM failed during previous parliament mandate</li> <li>- Speaker of Parliament interested for parliament to take initiative in this debate</li> <li>- Gender-based review of legislation not happening</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Parliament hosts 8 March event</li> <li>- Start of gender-based review of legislation</li> <li>- Results-oriented cooperation with UN Women</li> <li>- Annual roundtable in parliament on gender question in society</li> </ul>	<ul style="list-style-type: none"> <li>- International Women Day event</li> <li>- Young Women's forum</li> <li>- Thematic round table</li> <li>- Review existing legislation</li> </ul> <p><b>Year 2014:</b></p> <ul style="list-style-type: none"> <li>- International Women Day event</li> <li>- Young Women's forum</li> <li>- Thematic round table</li> <li>- Review existing legislation</li> <li>- Review CEDAW report</li> </ul> <p><b>Year 2015:</b></p> <ul style="list-style-type: none"> <li>- International Women Day event</li> <li>- Thematic round table</li> </ul>	<p>provincial assemblies.</p> <ul style="list-style-type: none"> <li>▪ Liaison with and participate in <a href="http://www.iKNOWPolitics.org">www.iKNOWPolitics.org</a>, the virtual platform of knowledge and policy making on women in politics.</li> </ul> <p><b>2. Policy development</b></p> <ul style="list-style-type: none"> <li>▪ Support to the Speaker's Reflection Group on the representative nature of Parliament, with particular reference to the role of women</li> <li>▪ One roundtable discussion per year on gender-related question in society (e.g. domestic violence, education for girls,...) in consultation with Committee (Justice, Education, Health,...), with participation of MPs, staff and thematic experts, and followed by consolidated report made by the rapporteur and addressed to Speaker</li> <li>▪ Review existing legislation to identify possible gender discriminatory provisions, prepare amendments for consideration by Bills Committee.</li> <li>▪ Review of Government's regular report on CEDAW compliance, for consideration by the Foreign Relations Committee.</li> </ul>	<p>Budget 2012: 9,300 USD  Budget 2013: 14,300 USD  Budget 2014: 15,000 USD  Budget 2015: 5,000 USD  <b>Total: 43,600 USD</b></p>
<p><b>Management</b></p>	<p><b>Enhanced national ownership of the project</b></p>	<ul style="list-style-type: none"> <li>• National Program manager position – 3 years</li> <li>• Other management costs</li> </ul>	<p>Budget 2012: 14,300 USD  Budget 2013: 17,900 USD  Budget 2014: 16,900 USD  Budget 2015: 5,100 USD  <b>Total: 53,800 USD</b></p>
<p>Subtotal (without GMS)</p>		<p>Budget 2012: 379,700 USD --- Budget 2013: 328,520 USD  Budget 2014: 236,680 USD --- Budget 2015: 87,800 USD</p>	<p><b>Total: 1,032,300 USD</b></p>
<p>Cost Recovery UNDP GMS 7%</p>		<p>Budget 2012: 28,580 USD --- Budget 2013: 24,727 USD  Budget 2014: 17,815 USD – Budget 2015: 6,609 USD</p>	<p><b>Total GMS: 77,700 USD</b></p>
<p><b>Total Project Budget</b></p>		<p>Budget 2012: 408,280 USD  Budget 2013: 353,247 USD  Budget 2014: 254,495 USD  Budget 2015: 94,409 USD</p>	<p><b>Total: 1,110,000 USD</b></p>

## V. ANNUAL WORK PLANS

Year: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1: Modernizing Parliament and Empowering Staff</b>									
<b>Output 1.1: Parliamentary Institution Modernized</b>  <i>Baseline:</i> - Few annual work plans in place, not entire parliament - Parliament leadership committed to Parliamentary Calendar; government unclear on legislative agenda  <i>Indicators:</i> - Strategic Plan and Annual Work Plans referred to in parliamentary proceedings - Baseline study on Autonomy - Number of briefings on revised Standing Orders	<b>1. Institutional and Strategic Review</b> - Start implementation of Strategic Plan - Participate in Executive, Management Groups at NPO - Advice on NPO Organizational Structure - Advice on Annual Work Plans - Consultations on Annual Calendar					Speaker Clerk Parliamentary advisor National Program Mngr		Parl. Advisor SSA Parl Adv. DSA Parl Adv Travel Working mtgs	19,500 6100 3000 600
	<b>2. Parliamentary Autonomy</b> - Baseline Study on parliamentary Autonomy - Consultations and concept development					parliamentary advisor local consultant		Parl. Advisor SSA Parl. Advisor DSA National consult.	6,500 1,220 3750
	<b>3. Procedural Office</b> - Amendments to Standing orders - Consolidation Procedures Office (with Twinning Project)					parliamentary advisor		Parl. Advisor SSA Parl. Advisor DSA	6,500 2,440
	<b>4. Inter-parliamentary Co-operation</b>								



<b>Output 1.2: Parliamentary Staff Services Strengthened</b>  <i>Baseline:</i> <ul style="list-style-type: none"> <li>- HR Manager in place</li> <li>- Discussions on HR strategy</li> <li>- Job Descriptions not entirely clear in terms of deliverables</li> <li>- No skills development plan</li> <li>- Delay Hansard production</li> <li>- Intranet system not in place</li> </ul> <i>Indicators:</i> <ul style="list-style-type: none"> <li>- HR strategy endorsed by parliament leadership</li> <li>- Clear deliverables in each Job Description</li> <li>- Launch of intranet system</li> </ul>	<b>1. Human Resources Strategy and Plan</b> <ul style="list-style-type: none"> <li>- Two HR staff persons contracts</li> <li>- Developing HR strategy, policies and plan</li> <li>- Up-dated JDs with clear deliverables</li> </ul>					Clerk of Parliament HRM		Contract HRM Contract Str. S.Off	9,150 9,150
	<b>2. Professional Skills Training for Staff</b> <ul style="list-style-type: none"> <li>- Skills and knowledge management plan for each staff</li> <li>- Annual Training Program for staff</li> <li>- Management retreat NPO</li> <li>- Graduate Account contract</li> </ul>					HR Manager		Retreat – seminar Contract Accoun.	5,000 9,150
	<b>3. Reporting of Parliamentary proceedings</b> <ul style="list-style-type: none"> <li>- Advice to Hansard Department</li> <li>- Ensure Handsard on web page</li> </ul>					Parl. Advisor		Parl. Advisor SSA Parl. Advisor DSA	6,500 2,440
	<b>4. Creating an e-parliament</b> <ul style="list-style-type: none"> <li>- Facilitate support Twinning Project and Pacific Secretariat</li> <li>- Intranet system</li> <li>- ICT professional development training</li> </ul>					ICT staff National Program Mngr		Intranet ICT ICT training	20,000 6,000

## Output 2: Support to Parliament's Core-business: legislation and oversight

<b>Output 2.1: Legislative function of Parliament</b>  <i>Baseline:</i> <ul style="list-style-type: none"> <li>- Government submits draft laws on too short notice, Committees too little time for review</li> <li>- No legislative agenda in place</li> <li>- Consultation of external experts and CSOs on draft laws is uneven</li> <li>- Public hearings rarely take place</li> </ul>	<b>1. Foundations for legislative review</b> <ul style="list-style-type: none"> <li>- Baseline study on legislative process</li> <li>- Legislative timetable</li> <li>- Advice on impact assessment legislation</li> <li>- Constitutional expert contract</li> </ul>					UNDP parliamentary advisor, constitutional expert, local consultant for baseline study		Parl. Advisor SSA Parl. Advisor DSA Travel Contract constit. Local consultant	13,000 2,440 3,000 10,800 5,000
	<b>2. Technical expertise</b> <ul style="list-style-type: none"> <li>- Local legal experts - staff</li> <li>- Thematic seminar on draft law</li> <li>- Expert roster</li> <li>- Technical skills lunch workshop</li> <li>- One parliamentary handbook</li> </ul>					Local experts and Staff legal experts  National Program Mngr		Contract 2 legal st 3 seminars – org. 3 sem. – experts 3 sem. Keynote sp Lunch workshops Handbook	18,300 6,000 24,000 6,000 600 3,000

<p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Baseline study legislative process</li> <li>- Government Legislative Agenda</li> <li>- Parliament Annual Calendar</li> <li>- Number of thematic seminars and round table on draft laws</li> </ul>	<p><b>3. Committee public hearings</b></p> <ul style="list-style-type: none"> <li>- One pilot public hearing</li> </ul>					<p>Legal expert – staff National Program Mngr</p>		<p>1 public hearing</p>	<p>3,000</p>
<p><b>Output 2.2.: Oversight function of Parliament</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Oversight activities are mostly limited to Committee sessions around the plenary meetings</li> <li>- Oversight field visits are exceptional</li> <li>- Public Accounts Committee is functioning well</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Concept paper on post-legislative scrutiny</li> <li>- Qualitative and quantitative output from the Master class on government budget</li> </ul>	<p><b>1. Oversight capacity</b></p>								
	<p><b>2. Law implementation</b></p> <ul style="list-style-type: none"> <li>- Concept paper on post-legislative scrutiny</li> </ul>					<p>Parl. Advisor</p>		<p>Parl. Advisor SSA Parl. Advisor DSA</p>	<p>6,500 1,280</p>
	<p><b>3. Financial oversight</b></p> <ul style="list-style-type: none"> <li>- Advise PAC on AWP</li> <li>- Advise Parl. On mandate PAC</li> <li>- Master class on government budget</li> <li>- Working visit to Auditor General and Ministry of Finances</li> </ul>					<p>Parl. Advisor Budget experts</p>		<p>Parl. Advisor SSA Parl. Advisor DSA Travel Master class</p>	<p>6,500 2,440 3,000 7,000</p>
	<p><b>4. Independent institutions</b></p>								
	<p><b>5. Research</b></p>								
<p><b>Output 3: Presenting Parliament to the nation and to the world</b></p>									
<p><b>Output 3.1.: Education, outreach, representative role of MPs</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Outreach activities developed</li> </ul>	<p><b>1. Outreach activities</b></p> <ul style="list-style-type: none"> <li>- “Week of Parliament”</li> <li>- Civic Education Officer contract</li> <li>- Speaker visit to Provinces</li> <li>- Technical advice to PL PACs</li> <li>- Annual event for children</li> </ul>					<p>Speaker Clerk of Parliament Senior Parl Advisor Civic Education officer National Program Mngr</p>		<p>Parl. Advisor SSA Parl. Advisor DSA Civic Educ. Contr. Week Parl outre Week Parl travel Children event</p>	<p>6,500 2,440 9,150 25,000 10,000 3,000</p>

<ul style="list-style-type: none"> <li>- Provincial assemblies request support Parliament on PACs</li> <li>- Public information programs on parliament in place</li> <li>- School visit Parliament</li> <li>- Youth Parliament successful, MP involvement needed</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Nr. Events, nr. of participants in Week of Parliament</li> <li>- Number of school visits</li> <li>- Nr. Particip. Youth Parliament</li> </ul>	<p><b>2. Media</b></p> <ul style="list-style-type: none"> <li>- Media Officer contract</li> <li>- Public Information Programs on work of parliament</li> </ul>					Media officer		Media off. Contr Public info prog Airtime charge	9,150 5,000 15,000
	<p><b>3. Schools and NGO outreach</b></p> <ul style="list-style-type: none"> <li>- School leadership seminar program</li> <li>- School curriculum program</li> <li>- School radio outreach program</li> <li>- Schools visit parliament building</li> <li>- Youth parliament 2012</li> <li>- Monthly seminar with MPs and NGOs</li> </ul>					Civic education officer National Program Mngr		School Curriculum School leadership Monthly seminars	20,000 10,000 1,500
<p><b>Output 3.2.: Gender policy</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- No women in Parliament</li> <li>- No gender-review legislation</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Start of gender-based review of legislation</li> <li>- Annual roundtable on gender question in society</li> </ul>	<p><b>1. Awareness raising</b></p> <ul style="list-style-type: none"> <li>- Young Women's Discussion Forum</li> <li>- Liaison with <a href="http://www.iKNOWPolitics.org">www.iKNOWPolitics.org</a></li> </ul>					Civic Education officer		Women Discussion Forum	2,000
	<p><b>2. Policy development</b></p> <ul style="list-style-type: none"> <li>- Speaker's Reflection Group</li> <li>- Round table discussion</li> <li>- Review legislation</li> </ul>					Speaker Civic education officer		Speaker's reflect. Thematic round t. Review legislation	300 5,000 2,000
<b>Management</b>	Contract National Program Manager								10,800
	Equipment and furniture								2,000
	Misc.								1,000
	Insurance and security								500
<b>Total with 7 % GMS</b>	<b>All three outputs &amp; management</b>								<b>408,280</b>

**Year: 2013**

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1: Modernizing Parliament and Empowering Staff</b>									
<b>Output 1.1: Parliamentary Institution Modernized</b>  <i>Baseline:</i> - First annual work plan of parliament adopted in 2012 - First government legislative agenda released in 2012  <i>Indicators:</i> - Strategic Plan and Annual Work Plans referred to in parliamentary proceedings - Comparative research autonomy - Number of briefings on revised Standing Orders - More mtgs foreign relations Committee	<b>1. Institutional and Strategic Review</b> - Ensure implementation of Strategic Plan - Participate in Executive, Management Groups at NPO - Advice on NPO Organizational Structure - Advice on Annual Work Plans - Consultations on Annual Calendar					Clerk National Program Mngr		Working mtgs	600
	<b>2. Parliamentary Autonomy</b> - Baseline Study on parliamentary Autonomy - Consultations and concept development					National Program Mngr		Working gr mtg Comparative res.	1,000 9,750
	<b>3. Procedural Office</b> - Amendments to Standing orders - Consolidation Procedures Office (with Twinning Project)					Clerk National Program Mngr		briefings	1,000
	<b>4. Inter-parliamentary Co-operation</b>					Committee Department		Working mtgs	1,000
<b>Output 1.2: Parliamentary Staff Services Strengthened</b>  <i>Baseline:</i>	<b>1. Human Resources Strategy and Plan</b> - Two HR staff persons contracts (1 Q.) - Implementing HR strategy and plan - Up-dated JDs with clear deliverables - Two manuals for staff					Clerk of Parliament HRM		Contract HRM Contract Str. S.Off Working mtgs Manuals	3,050 3,050 500 2,000

<ul style="list-style-type: none"> <li>- HR strategy adopted</li> <li>- Job Descriptions clear in terms of deliverables</li> <li>- Skills development plan</li> <li>- Intranet system in place</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- HR strategy implemented and monitored</li> <li>- Clear deliverables in each Job Description evaluated</li> <li>- Full use of intranet system</li> </ul>	<p><b>2. Professional Skills Training for Staff</b></p> <ul style="list-style-type: none"> <li>- Skills and knowledge management plan for each staff</li> <li>- Change Management coaching NPO</li> <li>- Staff training on areas of performance</li> <li>- Graduate Account contract (1 Q.)</li> </ul>					HR Manager		<ul style="list-style-type: none"> <li>Parl. Advisor SSA 13,000</li> <li>Parl. Advisor DSA 4,880</li> <li>Travel Parl. Adv. 3,000</li> <li>Thematic staff tra 5,000</li> <li>Contract Accoun. 3,050</li> <li>Change mng advis 6,500</li> <li>DSA change mng 2,440</li> <li>Travel change mn 2,000</li> </ul>
	<p><b>3. Reporting of Parliamentary proceedings</b></p> <ul style="list-style-type: none"> <li>- Advice to Hansard Department</li> <li>- Ensure Handsard on web page</li> </ul>					Nat. Prg. mng		<ul style="list-style-type: none"> <li>Working mtg 1,000</li> </ul>
	<p><b>4. Creating an e-parliament</b></p> <ul style="list-style-type: none"> <li>- Facilitate support Twinning Project and Pacific Secretariat</li> <li>- ICT professional development training</li> </ul>					ICT staff		<ul style="list-style-type: none"> <li>ICT training 6,000</li> </ul>

## Output 2: Support to Parliament's Core-business: legislation and oversight

<p><b>Output 2.1: Legislative function of Parliament</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- First legislative agenda in place</li> <li>- Consultation of external experts and CSOs on draft laws increasing</li> <li>- Public hearings start to take place</li> <li>- Expert roster in place</li> </ul>	<p><b>1. Foundations for legislative review</b></p> <ul style="list-style-type: none"> <li>- Seminar on amending legislation</li> <li>- Skills training MPs in Committees</li> <li>- Legislative timetable</li> <li>- Constitutional expert contract (1 Q.)</li> </ul>					<ul style="list-style-type: none"> <li>Const/legal expert</li> <li>National Program Mngr</li> <li>Local expert</li> </ul>		<ul style="list-style-type: none"> <li>Contract constit. 3,600</li> <li>Local consultant 1,000</li> <li>Seminar legislat 1,500</li> <li>Expert legislation 6,000</li> <li>Skills MPs 1,500</li> </ul>
	<p><b>2. Technical expertise</b></p> <ul style="list-style-type: none"> <li>- Local legal experts – staff (1 Q.)</li> <li>- Thematic seminars on draft law</li> <li>- Expert roster up-dated</li> <li>- Technical skills lunch workshop</li> <li>- Second parliamentary handbook</li> </ul>					<ul style="list-style-type: none"> <li>Local experts and Staff</li> <li>legal experts</li> <li>National Program Mngr</li> </ul>		<ul style="list-style-type: none"> <li>Contract 2 legal st 7,100</li> <li>3 seminars – org. 6,000</li> <li>3 sem. – experts 24,000</li> <li>3 sem. Keynote sp 6,000</li> <li>Lunch workshops 600</li> <li>Handbook 3,000</li> </ul>

<p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Report on best practices hearing</li> <li>- Government Legislative Agenda</li> <li>- Second Parliament Annual Calendar</li> <li>- Number of thematic seminars and round table on draft laws</li> </ul>	<p><b>3. Committee public hearings</b></p> <ul style="list-style-type: none"> <li>- Comparat. best practices report hearings</li> <li>- Seminar public hearings</li> <li>- One pilot public hearing</li> </ul>					<p>Legal expert - staff</p>		<p>Best pract. Report Seminar hearings 1 public hearing</p>	<p>4,000 5,000 3,000</p>
<p><b>Output 2.2.: Oversight function of Parliament</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Oversight activities are limited</li> <li>- Independent institutions and Parliament are unclear on the precise nature of interaction and best practices</li> <li>- Research capacity of NPO is growing due to increase of staff knowledge skills</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Number of participants at Roundtable on Oversight and at MP training workshops</li> <li>- Assessment report on independent institutions</li> <li>- Number of meetings of mixed working group</li> <li>- Number of MPs at orientation sessions for library research</li> </ul>	<p><b>1. Oversight capacity</b></p> <ul style="list-style-type: none"> <li>- Parl. &amp; expert roundtable oversight</li> <li>- Training oversight techniques</li> </ul>					<p>Committee staff National Prg Mngr</p>		<p>Round table org. Keynote speakers Workshop org. Workshop expert</p>	<p>2,000 10,000 3,000 4,000</p>
	<p><b>2. Law implementation</b></p> <ul style="list-style-type: none"> <li>- One hearing &amp; oversight field visit</li> </ul>					<p>Legal Commiitee staff</p>		<p>Organization local travel and hearing</p>	<p>15,000</p>
	<p><b>3. Financial oversight</b></p> <ul style="list-style-type: none"> <li>- Advise PAC on AWP</li> <li>- Advise Parl. On mandate PAC</li> </ul>					<p>National Prg Mngr</p>		<p>Parl. Advisor SSA Parl. Advisor DSA Travel Master class</p>	<p>6,500 2,440 3,000 7,000</p>
	<p><b>4. Independent institutions</b></p> <ul style="list-style-type: none"> <li>- Assessment report indept. Inst</li> <li>- Working group mtgs on report</li> </ul>					<p>Internat. consultant National Prg Mngr</p>		<p>Consultant SSA Consultant DSA Consultant travel Working group</p>	<p>13,000 2,440 2,500 1,000</p>
	<p><b>5. Research</b></p> <ul style="list-style-type: none"> <li>- Orientation sessions for members on use of library, research techniques</li> </ul>					<p>National Prg Mngr</p>		<p>Meetings</p>	<p>1,000</p>
<p><b>Output 3: Presenting Parliament to the nation and to the world</b></p>									
<p><b>Output 3.1.: Education, outreach, representative role of MPs</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- Outreach activities developed</li> </ul>	<p><b>1. Outreach activities</b></p> <ul style="list-style-type: none"> <li>- Second "Week of Parliament"</li> <li>- Civic Education Officer contract (1 Q.)</li> <li>- Speaker visit to Provinces</li> <li>- Annual event for children</li> <li>- "Who-is-who in parliament"</li> </ul>					<p>Speaker Clerk of Parliament Civic Education officer</p>		<p>Civic Educ. Contr. Week Parl outre Week Parl travel Children event Who-is-who</p>	<p>3,050 25,000 10,000 3,000 5,000</p>



<ul style="list-style-type: none"> <li>- Provincial assemblies request support Parliament on PACs</li> <li>- Public information programs on parliament in place</li> <li>- School visit Parliament</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Nr. Events, nr. of participants in Week of Parliament</li> <li>- Number of school visits</li> <li>- Nr. Particip. Youth Parliament</li> </ul>	<p><b>2. Media</b></p> <ul style="list-style-type: none"> <li>- Media Officer contract (1 Q.)</li> <li>- Public Information Programs on work of parliament</li> <li>- Media training courses</li> </ul>					Media officer National Prg Mngr		Media off. Contr Public info prog Airtime charge Media training	3,050 5,000 15,000 2,000
	<p><b>3. Schools and NGO outreach</b></p> <ul style="list-style-type: none"> <li>- School leadership seminar program</li> <li>- School radio outreach program</li> <li>- Schools visit parliament building</li> <li>- Monthly seminar with MPs and NGOs</li> </ul>					Senior Parl. Advisors Civic education officer		Senior Parl. Adv. DSA Advisor Travel Advisor School leadership Monthly seminars	13,000 3,660 3,000 10,000 1,500
<p><b>Output 3.2.: Gender policy</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>- No women in Parliament</li> <li>- Start gender-based review of legislation</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- First 8 March event organized by parliament</li> <li>- Annual roundtable on gender question in society</li> </ul>	<p><b>1. Awareness raising</b></p> <ul style="list-style-type: none"> <li>- Young Women's Discussion Forum</li> <li>- Women Day 8 March event</li> </ul>					Civic Education officer		Women Disc Frm 8 March event	2,000 5,000
	<p><b>2. Policy development</b></p> <ul style="list-style-type: none"> <li>- Speaker's Reflection Group</li> <li>- Round table discussion</li> <li>- Review legislation</li> </ul>					Speaker Civic education officer		Speaker's reflect. Thematic round t. Review legislation	300 5,000 2,000
<b>Management</b>	Contract National Program Manager								14,400
	Equipment and furniture								2,000
	Misc.								1,000
	Insurance and security								500
<b>Total with 7 % GMS</b>	<b>All three outputs &amp; management</b>								<b>353,247</b>

## VI. PROJECT BUDGET OVERVIEW

Output	Act. Nr.	Act. descr.	Budget cat.	Budget description	Total	2012	2013	2014	2015
<b><u>Output 1: Modernizing Parliament and Empowering Staff</u></b>									
1	A-1	Strategy	71200	Senior Parl. Advisor, 30 d.	19500	19500			
			71600	DSA 25 d. Sen. Parl. Adv.	6100	6100			
			71600	Travel Sen. Parl. Adv.	3000	3000			
			75700	Working meeting management	1800	600	600	600	
			71200	Mid-term eval. Strat. Pl. 8 d.	4800			4800	
			71600	DSA 6 d. mid-term eval.	1400			1400	
			71600	Travel Mid-term eval.	1000			1000	
	A-2	Autonomy	71200	Senior Parl. Advisor, 10 d	6500	6500			
			71600	DSA 5 d. Sen. Parl. Adv.	1220	1220			
			75700	Working group meeting	2000		1000	1000	
			71300	Nat. Cons. baseline study, 15 d.	3750	3750			
			71200	Cons. Comparat. research, 15 d.	9750		9750		
	A-3	Procedures	71200	Senior Parl. Advisor 10 d.	6500	6500			
			71600	DSA 10 d. Sen. Parl. Adv.	2440	2440			
			75700	Working meeting, briefings	2700		1000	1000	700
	A-4	International	75700	Working meeting, presentations	3000		1000	1000	1000
	<b>Sub-total</b>	<b>Parliamentary Institution Modernized</b>			<b>75460</b>	<b>49610</b>	<b>13350</b>	<b>10800</b>	<b>1700</b>

B-1	HR	71400	Contract HR Manager	12200	9150	3050		
		71400	Contract Strategy support officer	12200	9150	3050		
		75700	Working meeting, presentations	1500	500	500	500	
		74200	Two Manuals for staff, printing	4000		2000	2000	
B-2	Staff training	71200	Senior Parl. Advisor 20 d.	13000		13000		
		71600	DSA 20 d. Sen. Parl. Adv.	4880		4880		
		71600	Travel Sen. Parl. Adv.	3000		3000		
		71400	Contract Graduate Accountant	12200	9150	3050		
		75700	Staff trainings thematic	10000		5000	5000	
		71300	Local consultant ethics, CoC	5000			5000	
		75700	Management retreat (2x)	13000	5000		8000	
		71200	Change mngt advisor, 30 d.	19500		6500	13000	
		71600	DSA 4 d. chng mngt adv. Retreat	7320		2440	4880	
		71600	Travel change mngt adv. Retreat	4000		2000	2000	
B-3	Hansard	71200	Senior Parl. Advisor 10 d	6500	6500			
		71600	DSA 10 d. Sen. Parl. Adv.	2440	2440			
		75700	Working meeting, presentations	1000		1000		
B-4	E-parliament	72800	Intranet system	20000	20000			
		72100	Re-launch web-site	8000			8000	
		71300	ICT training program consultant	16000	4000	4000	4000	4000
		75700	ICT training program workshops	8000	2000	2000	2000	2000
<b>Sub-total Parliamentary Staff services strengthened</b>				<b>183740</b>	<b>67890</b>	<b>55470</b>	<b>54380</b>	<b>6000</b>
<b>Total Output 1: Modernizing Parliament and Empowering Staff:</b>				<b>259200</b>	<b>117500</b>	<b>68820</b>	<b>65180</b>	<b>7700</b>

Output	Act. Nr.	Act. descr.	Budget categories	Budget description	Total	2012	2013	2014	2015
<b><u>Output 2: Support to parliament's Core business: legislation and oversight</u></b>									
2	A-1	Foundations	71200	Senior Parl. Advisor 20 d.	13000	13000			
			71600	DSA 10 d. Sen. Parl. Adv.	2440	2440			
			71600	Travel Sen. Parl. Adv.	3000	3000			
			71400	Contract Constitutional Expert	14400	10800	3600		
			71300	Local consultant legislative process	5000	5000			
			75700	Seminar on amending legislation	3000		1500	1500	
			71600	Seminar on amending legislation - expert	12000		6000	6000	
			75700	Skills training MPs in Committees	3000		1500	1500	
			71300	Local consultant skills training	2000		1000	1000	
	A-2	Technical expertise	71400	Contract Legal expert (1)	12200	9150	3050		
			71400	Contract Legal expert (2)	12200	9150	3050		
			75700	3 them. sem./y. & 1 in 2015 - organis.	18000	6000	6000	4000	2000
			71300	3 them. sem./y. & 1 in 2015 - 2 local expert	72000	24000	24000	16000	8000
			71600	3 them. sem./y. & 1 in 2015 - keynote	18000	6000	6000	4000	2000
			72700	Lunch workshops 3/y.	1800	600	600	600	
			74200	Three handbooks, printing	9000	3000	3000	3000	
	A-3	Hearings	71300	Comparative best practices report	4000		4000		
			75700	Seminar public hearings - organization	2000		2000		
			71600	Seminar public hearings - keynote address	3000		3000		
			74200	Up-date Committee Handbook	3000			3000	
			75700	One public hearing / year	12000	3000	3000	3000	3000
<b><i>Sub-total: Legislative function of parliament strengthened:</i></b>					<b>225040</b>	<b>95140</b>	<b>71300</b>	<b>43600</b>	<b>15000</b>



Output	Act. Nr.	Act. descr.	Budget categories	Budget description	Total	2012	2013	2014	2015
<b><u>Component 3: Presenting Parliament to the nation and to the world</u></b>									
3	A-1	Outreach	71200	Senior Parl. Advisor 10 d.	6500	6500			
			71600	DSA 10 d. Sen. Parl. Adv.	2440	2440			
			71400	Contract Civic Education Officer	12200	9150	3050		
			75700	Week of Parliament- outreach events	100000	25000	25000	25000	25000
			71600	Week of Parliament - local travel	40000	10000	10000	10000	10000
			71300	Who-is-who in parliament - inputs	5000		5000		
			75700	Annual event for children	12000	3000	3000	3000	3000
	A-2	Media	71400	Contract Media Officer	12200	9150	3050		
			75700	Media training courses	6000		2000	4000	
			72100	Support public information programs	15000	5000	5000	5000	
			72100	Radio-TV airtime charge	35000	15000	15000	5000	
	A-3	Schools	71200	Senior Parl. Advisor 20 d.	13000		13000		
			71600	DSA 15 d. Sen. Parl. Adv.	3660		3660		
			71600	Travel Sen. Parl. Adv.	3000		3000		
			72100	School Curriculum program	20000	20000			
			75700	School leadership seminar program	30000	10000	10000	10000	
			75700	Monthly seminars	3000	1500	1500		
<b><i>Sub-total 1: Education, outreach and representative role of MP:</i></b>					<b>319000</b>	<b>116740</b>	<b>102260</b>	<b>62000</b>	<b>38000</b>



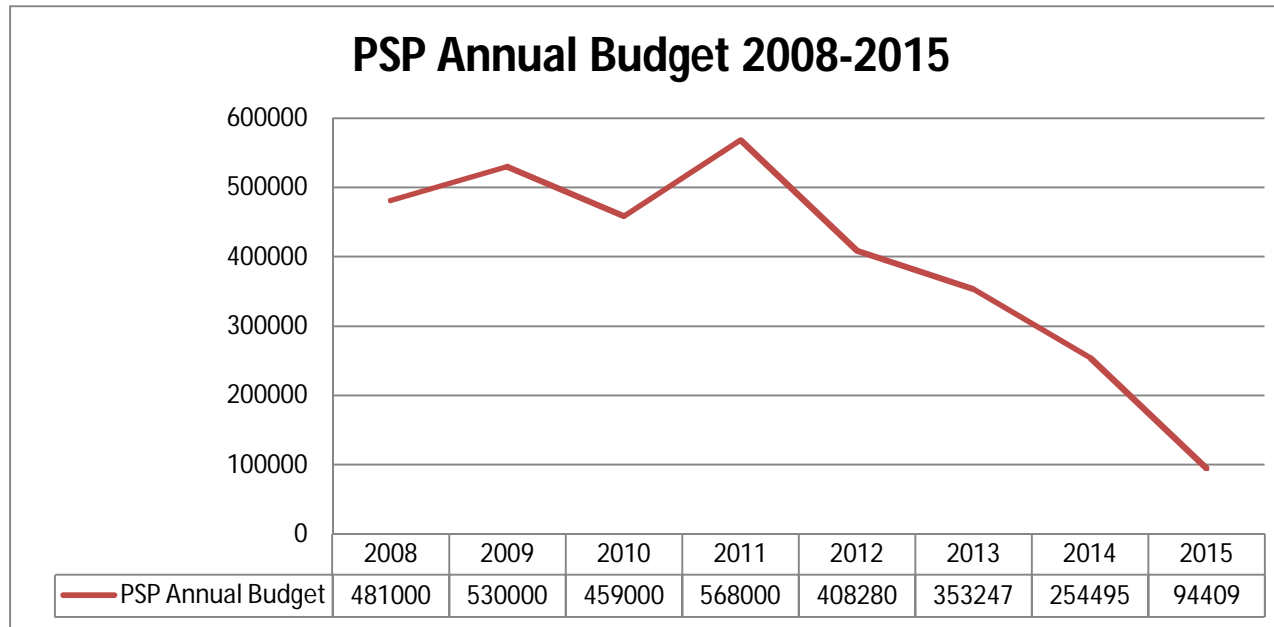


**Total PSP  
2012-2015**

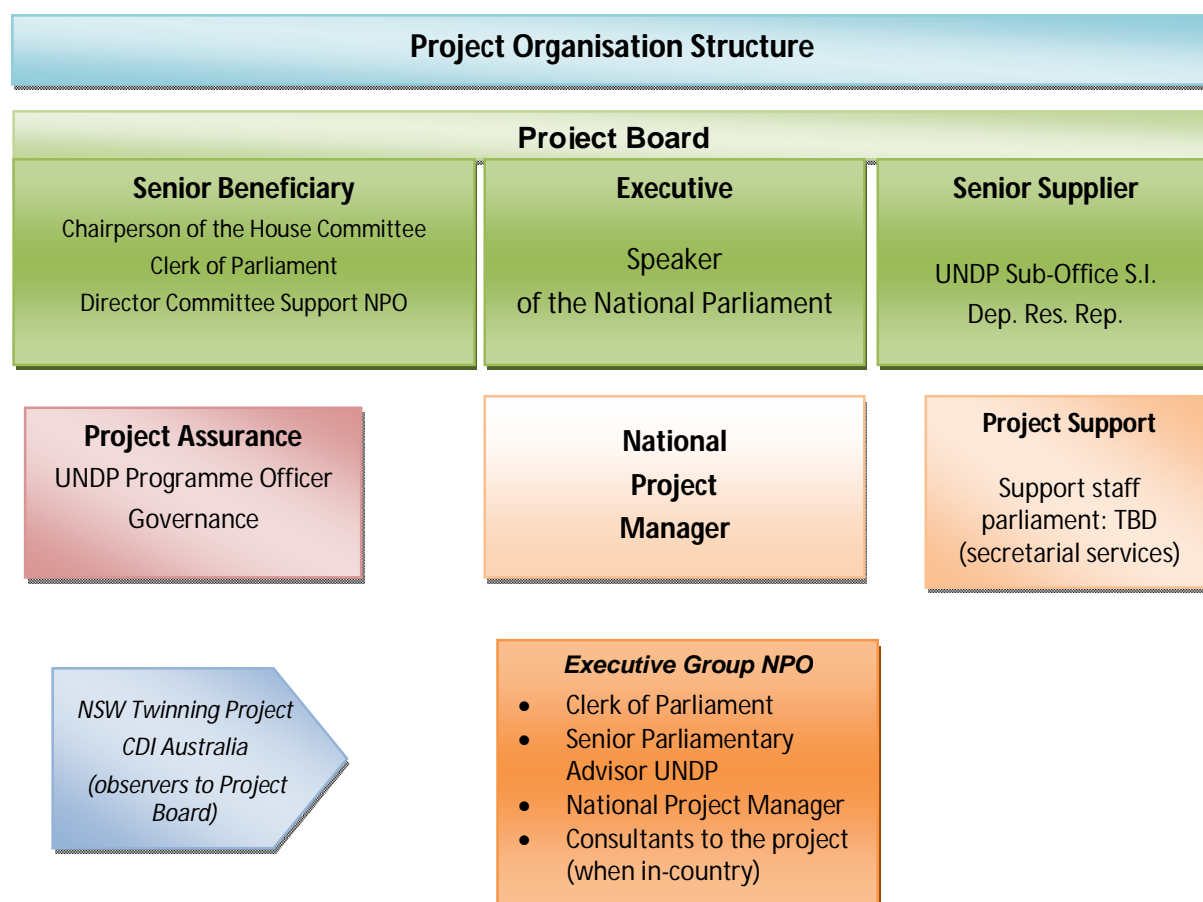
	Total	2012	2013	2014	2015
Output 1	259200	117500	68820	65180	7700
Output 2	356700	121860	125240	77600	32000
Output 3	362600	126040	116560	77000	43000
Management	53800	14300	17900	16900	5100
Sub-total without GMS	1032300	379700	328520	236680	87800
UNDP GMS 7 %	77700	28580	24727	17815	6609

**Grand total Project**

**1,110,000 408,280 353,247 254,495 94,409**



## VII. MANAGEMENT ARRANGEMENTS



The second phase of the project is managed as a DEX project, Direct Execution by UNDP, which means that UNDP takes responsibility for administration and financial management. In keeping with UNDP's policy for promoting national ownership and leadership, the third phase of the project will be nationally executed with the Parliament as the Executing Agency. It will be managed under the National Implementation Modality (NIM), with possible limited support from the UNDP Sub-Office.

The Parliament leadership will act as the Executing Agency and will have overall responsibility for the management of project inputs and outputs. The national project manager will be recruited and work in the Parliament premises. All administrative services will be done at the request of the project manager.

In order to move to NIM, two assessments need to be made. The Macro Assessment reviews the existing public financial management system of government. This was done and evaluated as "satisfactory". The second assessment is the Micro Assessment, reviewing the parliaments own system of accounting, reporting and internal controls. This assessment has not yet taken place. Pending positive recommendation of this assessment, three NIM formulae are possible outcomes:

1. *Direct Cash transfers*: UNDP advances cash transfers on a quarterly basis to the Parliament, which reports back on expenditures. The expenditures, from requisition to disbursement, occur in the books of the Parliament. UNDP is pre-funding the activities with advances of cash.
2. *Direct payments*: The Parliament carries out the procurement, but requests UNDP to make the disbursements of funds.
3. *Reimbursement to Parliament* for obligations made and expenditures incurred by Parliament in support of activities agreed in the Annual Work Plan.

As of now, it is too early to determine which NIM formula will be most appropriate for the third phase of the PSP.

The financing of this project will be shared between the Parliament / Government budget, UNDP and contributions from donors.

Project Expenditure Reports will be generated on a quarterly basis. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted to the Parliament for review and signature in the first quarter of the following year.

As mandated by the UNDP Executive Board's Cost-recovery guidelines for the provision of services, UNDP will charge a percentage (7 %) general management support (GMS) fee on the actual project expenditures. Furthermore, this project will be included in UNDP's audit schedule for the year 2014.

Project implementation will be in line with the PRINCE 2 methodology and as such a Project Board will be set up to make all management decisions related to the project including all decisions related to directional change and timing for delivery of outputs. To ensure effective and efficient project management, the national project manager will undertake the day to day implementation of the project, as of 1 April 2012.

The Executive Group at NPO<sup>8</sup> implements the Annual Work Plans and will bring together all staff and consultants working on the project together with the Clerk of parliament.

To enhance coordination and quality delivery output, the NSW Parliament Twinning project and CDI Australia representatives will join as an observer the Project Board (in-person or via conference call), and regularly interacts with the UNDP Senior Parliamentary Advisor and National Project Manager.

### **Executing Agency – National Parliament of Solomon Islands**

1. Obtain and allocate resources for the project in a timely manner
2. Certification of any deposits
3. Chairing the meetings of the Project Board
4. Certification of annual expenditure reports
5. Provide guidance to project manager in execution of activities
6. Participate in monitoring and evaluation of project activities and outcomes
7. Advise the UNDP Senior Parliamentary Advisor and National Program Manager on the main direction of the project

### **Senior Supplier - UNDP**

To facilitate implementation of the project, UNDP Solomon Islands will provide the following services in accordance with UNDP procedures:

1. Identification and selection of Senior Parliamentary Advisor and National Program Manager with prior agreement of Parliament.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
4. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to project manager or other relevant parties

### **National Project Manager**

The Project Manager will have the following core tasks and duties:

1. Oversee project implementation and the realization of own project outputs as outlined in the Annual Work Plans.

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<sup>8</sup> Clerk (Chair), Deputy Clerk, Director, Secretariat, HR and SS Manager, Head Accountant, Graduate Accountant

2. Advise the Executive Group of the NPO
3. Liaise with the Project Board and provide reporting to the Board
4. Responsible for project administration
5. Liaise with UNDP, Project Supplier
6. Convening of half year board meetings, or ad hoc project board meetings, as deemed necessary by the board
7. Preparation of Annual project Report
8. Other duties as outlined in the ToR.

**International Senior Parliamentary Advisor**

1. Provide technical advice to the Speaker, Clerk and chairpersons of Committees on parliamentary strengthening issues
2. Provide advice to the Project Manager on project outputs and contribute to the implementation of project activities
3. Participate in the meetings of the Project Board and NPO Executive Group
4. Draft or review technical components for ToRs of consultants working with the project
5. Other duties as outlined in the ToR.

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## VIII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the UNDP programming policies and procedures, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a **quality assessment** shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An **Issue Log** shall be activated in ATLAS and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a **risk log** shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a **Project Progress Reports** (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project **Lesson-learned log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions and events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Upon completion of the project, an **end of project report** shall be prepared by the project manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future.



**IX. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS**

<b>OUTPUT 1: Modernizing Parliament and Empowering Staff</b>		
<b>Activity Result 1.1 (Atlas Activity ID)</b>	Parliamentary Institution Modernized	Start Date: 1 April 2012 End Date: 31 March 2015
<b>Purpose</b>	<i>Provide quality assurance advice to implementation of the Strategic Plan; support the development of a Parliamentary Calendar and Annual Work plans. Provide quality advice to parliament in establishing functional autonomy of parliament.</i>	
<b>Description</b>	Research, consultations, collection best practices, participation in workshops, drafting, advocacy.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Consideration of best practices of other countries and parliaments in implementing Parliament Strategic Plan	Senior Parliamentary Advisor regularly interacts with the Speaker, Clerk and Executive and Management Group	15 March 2013
Legal, budgetary and human resources issues of parliament becoming autonomous will be thoroughly researched, facilitating political consensus on need and modalities of Parliament autonomy.	Availability of baseline study and comparative research; Availability of options on legislation and transition framework	15 March 2014

<b>Activity Result 1.2 (Atlas Activity ID)</b>	Parliamentary staff services strengthened	Start Date: 1 April 2012 End Date: 31 March 2015
<b>Purpose</b>	Provide quality assurance advice to human resources policies, strengthen the departments responsible for Hansard and E-parliament, and upgrade the management performance of the NPO.	
<b>Description</b>	Analysis, consultations, collection best practices, workshops, hands-on and interactive management retreat and management coaching, drafting.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
All NPO staff persons will have a tailor-made and agreed professional development project, based upon a fine-tuned Job Description with clear deliverables, performance evaluation, coaching and on the job training.	Performance evaluation meetings and staff survey will review to what extent the Human Resources Policy has materialized the desired modern and accountable personnel policy	31 December 2014

A well experienced management advisor will provide management coaching and will facilitate an interactive retreat for NPO leadership and Executive Group	Areas of management coaching such as change and time management, work organization and quality assurance will be verified before and after the coaching process, through in-person interviews and anonymous survey.	31 December 2014
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**OUTPUT 2: Support to Parliament's Core business: legislation and oversight**

<b>Activity Result 2.1 (Atlas Activity ID)</b>	Legislative function of parliament strengthened	Start Date: 1 April 2012 End Date: 31 March 2015
<b>Purpose</b>	To consolidate a policy of public hearings to improve the review of draft legislation, and to review interest and capacity for a policy of post-legislative scrutiny; and to make external experts available to parliament.	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Capacity developed in S.I. parliament for holding public hearings and legislative review initiatives	Number of pilot hearings; decision on institutionalization of public hearings; dissemination of reports and other knowledge products.	31 December, 2014
Policy on parliamentary research developed and agreed upon	Policy document, new books, agreements with universities	31 December, 2013

<b>Activity Result 2.2 (Atlas Activity ID)</b>	Oversight function of parliament strengthened	Start Date: 1 April 2012 End Date: 31 March 2015
<b>Purpose</b>	To consolidate a policy of increased parliamentary questions and budget oversight; to strengthen the library and research services; to enhance interaction between parliament and independent institutions.	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Relationship between parliament and independent institutions clarified; best international practices explored; recommendations	Availability of research report, number of meetings of relevant working group and consideration of options for	31 December, 2013

transformed into policy decisions	legislative decision	
Capacity for oversight initiatives and questioning of governance increased	Number of questions and interpellations	31 December, 2014

<b>OUTPUT 3: Presenting Parliament to the Nation and to the World</b>		
<b>Activity Result 3.1 (Atlas Activity ID)</b>	Civic Education, outreach and representative role of parliament	Start Date: 1 April 2012 End Date: 31 March 2015
<b>Purpose</b>	Review the strategy on outreach to schools and media, enhance parliament's institutional communication and broaden in-person outreach to the citizens	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Draft Communications strategy and implementation tools proposed	Adoption of the communication strategy; distribution of parliamentary handbook	31 December 2013
Holding of 'Week of Parliament' annually	MP and staff presence at scheduled events	31 March 2014

<b>Activity Result 3.2 (Atlas Activity ID)</b>	Gender policy of parliament initiated	Start Date: 1 April 2012 End Date: 31 March 2015
<b>Purpose</b>	Re-launch discussion on representation of women in parliament; facilitate consensus prior to the 2014 parliamentary elections; raise awareness on gender-based review of legislation	
<b>Description</b>	<i>Research, report writing, advocacy, workshops, drafting, collection best practices, meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. method used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Review of existing legislation	Number of recommended gender-based amendments	30 June 2013
Support the establishment of the Speaker's Reflection Group on the representative nature of parliament, and facilitate cross-party discussions and consensus on modalities of enhanced representation of women	Number of meetings of Reflection Group and number of interactions with legal consultants or Election Commission; availability of options on legislation and transition framework	31 November 2012

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## X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed in 1976.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## XI. RISK LOG

	Risk area	Description of the risk	Likelihood	Impact	Mitigating strategies & management response
1.	Operational	Delay at UNDP of approval of project document delays resources mobilization efforts	Low	High	CTA/PM and UNDP Sub-office regularly touch-base on required procedures for approval of the Project Document
2.	Financial	Failure to mobilize required minimum resources negatively affects the transition from PSP II to PSP III, thus interrupting staff contracts and damaging the functioning of parliament	Medium	High	UNDP Sub-office and CTA/ PM to intensify resources mobilization efforts, in particular with current donor RAMSI, without waiting to explore potential interest of new donors
3.	Political	Government reluctance to take on the state budget a number of parliamentary staff positions, currently financed by UNDP, will undermine the functioning of parliament, including for the three new Committees formed upon government request.	Low	High	Work with both the Government and Parliament to ensure they understand the consequences of non-resolution of the staff transfers. Engage with donors providing direct budget support to the state budget. Speaker and Clerk to engage with the Prime Minister and the Minister of Finance.
4.	Political	Inability of Government to clarify its legislative agenda will negatively affect parliamentary reform, in particular the Parliamentary Calendar.	Medium	High	Engagement with Executive at high levels, including with the Prime Minister, in order to ensure continued support for the reform process, including on the Parliamentary Calendar and on parliamentary autonomy.
5.	Political	Low engagement of MPs for increased numbers of Committee meetings and for piloting of public hearings	Low	High	Project staff will regularly interact with Committee chairpersons and parliament leadership.
6.	Operational	Lack of support provided to key programming initiatives from external partners (CDI Australia, NSW Parliament, New Zealand parliament)	Low	High	Project staff will maintain strong and regular communications with partners, including through sending out project reports, regularly scheduled phone consultations and invitation to join the Project Board as observers.
7.	Performance	Failure to recruit a national project manager with the necessary technical skills, knowledge and management experience will delay the start of the new project phase in April 2012	Low	Medium	Ensure recruitment is targeted to candidates who have the required mix of technical knowledge of parliamentary institutions and the required change management skills. Ensure that recruitment process commences as of September 2011.

	Risk area	Description of the risk	Likelihood	Impact	Mitigating strategies & management response
	Performance	Staff turnover	Medium	Medium	Continuous recruitment of high calibre candidates to ensure vacant positions are filled quickly. Ensure a career structure is in place, and adequate professional development opportunities are offered to maximize staff retention. (Human Resources Manager)
9.	Political	Gender activities of the project will receive criticism from MPs opposing Temporary Special Measures	Medium	Medium	Clarify UNDP's position on gender; and clarify project approach to support parliament in creating a platform to develop recommendations on increasing women participation in political and parliamentary life.
10.	Performance	Some project outcomes will be hard to achieve due to illiteracy of a large part of the population and some MP	Medium	Medium	Development of different outreach methodologies, such as visits to constituency and radio broadcast, will help to reach everyone in society. Basic skills development programs for MPs could be facilitated through the UNDP project or other projects.
11.	Operational	Highly qualified legal expert on parliamentary autonomy not easy to identify	Medium	High	A comprehensive ToR for the position will be prepared by the UNDP senior parliamentary advisor and checked with DGG colleagues in New York and other senior parliamentary experts.  Advertisement for the position will be done via UNDP and AGORA sites and through direct contact with potential suitable candidates.
12.	Performance	Failure to deliver against project commitments on time and budget	Medium	Medium	Ensure appropriate phasing of activities, and maintain emphasis of quality of service delivery, rather than quantity of services delivered. Regularly communicate project progress and achievements to stakeholders.
13.	Operational	Lack of adequate physical space in the current parliament building and new parliament offices building can de-motivate staff and MPs	Low	Medium	Parliament's Clerk regularly reviews the physical resources plan, early enough in the process, so that donor (Taiwan) can make adjustments where necessary
14.	Operational	Improvements in information technology services cannot be sustained	Medium	Medium	Ensure sufficient information on the technology support services are provided to the twinning partners to facilitate the required means.



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## ANNEXES

### Annex 1.: Special Financial Clause

1. The value of a 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.
2. UNDP shall receive and administer payments in accordance with the regulations, rules and directives of UNDP.
3. All financial accounts and statements shall be expressed in United States dollars.
4. 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 endeavours to obtain the additional funds required.
5. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
6. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
7. 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.
8. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

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## ANNEX 2: TERMS OF REFERENCE -- NATIONAL PROJECT MANAGER

1. **Assignment Title:** National Project Manager - Parliamentary Strengthening
2. **Type of assignment:** Local contract
3. **Project Title:** Strengthening the parliament of Solomon Islands
4. **Duration:** Initially one year, with annual extensions
5. **Location, Country:** Honiara, Solomon Islands
6. **Expected starting date:** 1 April 2012
7. **Brief Project Description:**

The project aims to strengthen the National Parliament of Solomon Islands in carrying out its core functions, based upon the parliament's first and comprehensive "Strategic Plan" and with quality support by the National Parliament Office (NPO) and its staff.

The Strategic Plan will modernize parliament by introducing a Parliamentary Calendar, reflecting a Legislative Agenda. Parliament's core functions, to legislate and to oversee, will be strengthened through increased Committee support. Parliament's outreach and parliamentarians' representative role will be enhanced during the "Week of Parliament". The project envisages parliament initiating a gender policy.

The project constitutes the third phase of the UNDP's "Parliamentary Strengthening Project" in Solomon Islands. The project is organized on four strategy foundations: promoting national ownership in parliamentary development; incorporating of 'lessons learned' from other parliamentary development projects; knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; and working cooperatively with other partners.

8. **Host Agency/Host Institute:** Parliament of Solomon Islands
9. **Organizational Context:** The Project Manager will be housed in the Parliament building, and quality assurance will be given by the Governance portfolio of the UNDP Sub-office Solomon Islands

### 11. Duties and responsibilities:

The Project Manager will execute the following core tasks and duties, under the overall guidance of the Project Board and in close cooperation with the Clerk and the Senior Parliamentary Advisor:

#### *Project management:*

1. Assume operational overall responsibility for the implementation of the Project in accordance with procedures and practices for NIM projects.
2. Prepare and update work plans for submission to the Project Board.
3. Draft and/or organize the drafting of all projects management reports, including quarterly, annual, and final reports; and ensure review and clearance of substantive reports by the Senior Parliamentary Advisor or the UNDP Sub-Office.
4. Manage all project accounting and financial reporting; and maintain the project budget in ATLAS; and assume direct responsibility for managing the Project budget to ensure that:
  - a. *Project funds are made available as needed and are disbursed properly;*
  - b. *Accounting records and supporting documents are kept,*
  - c. *Financial reports are prepared,*
  - d. *Financial operations are transparent and comply with NIM rules, and,*
  - e. *Records are in order for auditing at any time.*
5. Coordinate with interlocutors at the parliament to effectively implement project activities.

6. Manage project physical resources (equipment, etc) financed by UNDP and/or the project.
7. Ensure that all agreements with designated implementing agencies and/or sub-contractors are prepared, negotiated and agreed. Supervise and coordinates their implementation.
8. Support and give guidance to project staff and experts working for the Project; supervise the work of national consultants; and prepare and facilitate scheduled meetings of the UNDP Senior Parliamentary Advisor in support of Project activities.
9. Organise project monitoring and evaluation systems and regularly update the Project Board on progress, issues and constraints to Project implementation; plan and prepare the Project Management Boards, project Quarterly technical review and annual project review meetings.
10. Enhance documentation of outstanding project experiences for dissemination to all stakeholders, including national policymakers, planners and donors.
11. Participate fully in knowledge management networks and where appropriate liaise with external institutions and networks on key developments in Governance and Parliamentary Strengthening internationally.

*Technical assistance:*

1. Initiate and execute field trips, public hearings, seminars on the legislative process, and other workshops as outlined in the work programme; and ensure reporting.
2. Manage the realization of own project outputs through activities as outlined in the RRF.
3. Participate in and provides advice to the Executive Group of the NPO.
4. Make recommendations on how to link activities of this project with those of other UNDP projects in the area of governance.
5. Any other tasks specified in the project document.

**12. Qualifications/Requirements:**

**Mandatory**

- Masters degree in political science, law, social science, economics, or related disciplines; or 3 years relevant work experience with at least one parliament and training experience in another parliament
- General knowledge of substantive matters in governance that are addressed by the project
- Prior professional experience in governance research, governance advocacy, parliamentary development, programme design or governance policy development
- At least 2 years of relevant experience at the national or international level in providing management advisory services
- Hands-on experience in design, monitoring and evaluation of development projects
- Experience in the use of computers and office software packages and handling of web based management systems.
- Excellent writing skills. Good inter-personal, networking, partnership building, team building, presentation and communication skills
- Language Requirements: Written and spoken fluency in English and Pidgin

**Desirable:**

- Familiarity with UN or UNDP technical assistance projects and their management in ATLAS
- Familiarity with the UNDP programme in Solomon Islands is an asset.

## **ANNEX 3: TERMS OF REFERENCE - INTERNATIONAL SENIOR PARLIAMENTARY ADVISOR**

Position:	International Senior Parliamentary Advisor
Project Title:	Strengthening the parliament of Solomon Islands
Duration:	150 days over period of 1 year
Type of Contract:	Service Contract (SC)
Location:	Honiara, Solomon Islands, and home-based (partly)
Expected starting date:	April 2012

### **1. Background**

In May 2011, the Parliament of Solomon Islands, with the support of UNDP, initiated a process for designing a comprehensive five-year Strategic Plan. Around the same time, UNDP in consultation with the Parliament, prepared the outline for a new phase of its "Parliamentary Strengthening Project" in support of the implementation of the Strategic Plan. The new phase of the PSP will commence in April 2012 and last for three years.

The project document prioritizes on three specific areas for UNDP assistance:

- Modernizing Parliament and Empowering Staff
- Support to Parliament's Core business: legislation and oversight
- Presenting Parliament to the Nation and the World.

As part of the implementation capacity for the project, the UNDP Parliamentary Advisor has been assigned a series of tasks and responsibilities, summarized hereunder.

The tasks and responsibilities need to be exercised taking into account the strategy foundations of the project: promoting national ownership in parliamentary development; incorporating of 'lessons learned' from other parliamentary development projects; knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; working cooperatively with other partners.

### **2. Duties and responsibilities of the Senior Parliamentary Advisor:**

- Provide substantial input, knowledge and technical expertise on the different project components as per the annual work plans. The Senior Parliamentary Advisor will be expected to bring best practices on parliamentary development to the project and to leverage the best available expertise in the global market to support the project when appropriate.
- Work closely with the National Project Manager in implementing the overall strategy of the project, as discussed in the Executive Group of the National Parliament Office (NPO) and as decided by the Project Board. The Parliamentary Advisor will be invited to participate in the meetings of the Project Board.
- Deliver quality project outputs through activities as outlined in the RRF, including but not limited to: concept papers, functional review papers, Handbooks, best practices reports on a number of topics such as the functioning of Committees, public hearings, communications strategy. The Parliamentary Advisor will also contribute to roundtable discussions and seminars as foreseen in the project Document.
- Give substance guidance to international consultants and staff working on specific components, and support the National Project Manager in the supervision of national experts and consultants.

- Review and clear, from a substantive point of view, the internal and external reporting as prepared by the Project Manager. The Parliamentary Advisor will also review technical components for ToRs of international consultants working with the project.
- Provide technical advice to the project manager and Project Board in identifying priorities and capacity development needs to be addressed in quarterly and annual work plans, and support the project manager in facilitating a timely and participatory work planning process.
- Support the project in the identification of knowledge gaps among target groups and beneficiaries and suggest measures to address such gaps; actively support the sharing of project results and products, lessons learned and good practices with other projects, government agencies, stakeholders, etc.;
- Participate in UNDP global knowledge networks, communication or meetings for the area of parliamentary development.

### **3. Competencies**

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Has excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Has demonstrated knowledge and experience in working on improving parliamentary functioning in different countries.
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.
- Shares knowledge and experience.
- Ability to work under pressure.
- Competent in creating team spirit and working in team.

### **4. Qualifications**

- Post-graduate degree in social and political sciences, law, public administration, institutional/organisational development or related field.
- A minimum of 7 years working experience in the area of parliamentary affairs, legislative assistance and/or governance programme and projects.
- Knowledge and experience from working in developing countries.
- Knowledge of UNDP programming practices is an asset.
- Excellent spoken, report writing and presentation skills in the English language.

### **5. Consultant's Work plan**

The Parliamentary Advisor will work as consultant under Service Contract.

The consultant will submit a quarterly work plan of number of working days for the upcoming three months, some of them in Solomon Islands and some of them home based. The quarterly work plan needs approval by the Solomon Islands UNDP Sub-Office.