



Solomon Islands National Parliamentary Strengthening Project
Phase 2
2008–2012

Signature Page

Country: Solomon Islands

UNDAF Outcome(s)/Indicator(s):¹

UNDAF OUTCOME: 2.1 Pacific island countries demonstrate and uphold the Forum Principles of Good Leadership and Accountability.

Indicators: Proportion of leaders & public officials trained in public leadership, constitution and good governance; Number of National Youth Forum or Parliament conducted per year; Proportion of National Youth Congress members with knowledge of good governance and human rights; Proportion of women represented in national and provincial Government, including Honiara town council; Number of annual plans generated at the provincial and community level that combine a pro-poor and equitable approach to development.

Expected Country Programme Action Plan Outcome(s) and Indicator (s)

Outcome: 2.1 Solomon Islands demonstrates and upholds the Forum Principles of Good Leadership and Accountability; and SOI is aware and protects human rights and makes available mechanisms to claim them.

Indicators: # of functional parliamentary committees; # of electronic research libraries; proportion of laws examined and submitted by parliamentary committees; # of women with seats in the national parliament; # of political parties putting forward female candidates for elections; % of population with knowledge of democratic and human rights; # civic education practices integrated in the work of the National Parliament Office; # of CSOs engaged in civic education in national programmes.

Expected Country Programme Action Plan Output(s)/ Targets

2.1.1. Improved capacity of national parliaments and government institutions and systems to enable the efficient and effective performance of oversight, accountability, legislative, representative functions and roles including improved capacity for equitable representation and participatory democracy through civic and human rights education.

Target: 100 percent of Parliament Members participated in induction workshop; Women effectively contributing to accountability and oversight roles and functions in the national parliament; Solomon Islands communities and people understanding and exercising their democratic and human rights.

Implementing partners: UNDP and National Parliament Office

Other partners: Office of Prime Minister and Cabinet, the Ministry for Public Services, the National Audit Office, the Attorney General's Office, the Ministry for Women, Youth and Children's Affairs, the Ministry of Education, the RAMSI Machinery of Government Programme, UNICEF, the Centre for Democratic Institutions, the Commonwealth Parliamentary Association, the Pacific Islands Forum Secretariat, the UNDP Pacific Centre, and civil society groups.

Programme Period: 2008–2012
Programme Component: 4.
Project Title: Solomon Islands Parliamentary Strengthening project, phase two
Project ID: 00053845
Project Duration: April 2008 to March 2012
Management Arrangement: Direct Execution

Total Budget:	US \$1,909,434
Allocated resources:	
UNDP (Regular)	US \$400,000
Other:	
RAMSI/AusAID	US \$1,509,434 ²
	(AUD \$1,600,000)

Agreed by the Government Coordinating Agency:.....

Agreed by the Government Cooperating Agency:.....

Agreed by UNDP:.....

¹ While the project will contribute to achievement of UNDAF and CPAP outcomes and outputs, it is not wholly responsible for their achievement as interventions by other UN agencies and UNDP will also contribute.

² Expected USD contribution based on the official United Nations operation rate of exchange for March 2008.

TABLE OF CONTENTS	3
PART I: SITUATIONAL ANALYSIS	4
Introduction	4
Institutional and legal framework	4
Parliamentary strengthening challenges in the Pacific	5
Parliamentary Strengthening project phase one, 2005–08.....	7
Rationale for the phase two	9
Role of parliament and scope of parliamentary strengthening initiatives	10
PART II. STRATEGY	11
Outcomes-Outputs framework	11
Management of project risks.....	15
Strategic focus, based on lessons learned.....	17
Integration of cross-cutting themes	21
PART III. PROJECT DELIVERABLES	23
Strengthening Procedure Support Services	23
Strengthening Committee Support Services:	25
Strengthening Information Services:	26
Strengthening Corporate Services	28
Strengthening Parliamentary Education and Community Engagement services	30
PART IV. PROJECT RESULTS AND RESOURCES FRAMEWORK	33
PART V: ANNUAL WORKPLAN FOR YEAR 1. 2008–2009	52
PART VI. MANAGEMENT ARRANGEMENTS	55
PART VII. MONITORING AND EVALUATION	57
PART VIII. LEGAL CONTEXT	63
ANNEX 1. COMMUNIQUE FROM SOLOMON ISLANDS MPS	64
ANNEX 2. PROJECT MANAGER TERMS OF REFERENCE	66
ANNEX 3. PROJECT OVERSIGHT COMMITTEE TERMS OF REFERENCE	69
APPENDIX 4. TORS FOR NATIONAL PROJECT STAFF	71

PART I: SITUATIONAL ANALYSIS

Introduction

1. The Solomon Islands became an independent parliamentary democracy in 1978. In recent times, ethnic violence, government malfeasance and stagnation of the economy have undermined national stability, a situation that reached its apex between 1999 and 2003. The Regional Assistance Mission to the Solomon Islands (RAMSI), established in 2003, has been effective in partnership with the Solomon Islands government in restoring law and order and modest economic growth. However, there are a range of indicators, including the riots that followed the general elections in 2006 that suggest the political, economic and social situation remains fragile.

2. Poor governance has been identified as one of the main reasons for the deterioration in law and order, the economy and the effectiveness of the public service. Good governance is highly dependent on the effective operation of the Parliament, which under the Constitution has sole responsibility for law making, including approving the annual appropriations to government, as well as the power to scrutinize and hold the executive government to account. As a result, there has been a renewed focus across the Pacific on the operation of national parliaments, as a focus for development efforts.³

3. Consistent with this trend, the Solomon Islands Parliamentary Strengthening project, was established in August 2004 for a three year period, and implemented by the United Nations Development Programme (UNDP) under a cost sharing arrangement between UNDP and AusAID. A four year second phase of the project was proposed at the February 2007 Tripartite review of the project, and received unanimous support from key stakeholders, including the National Parliament and the Solomon Islands Government.⁴ This project document sets out the design for the proposed second phase.

Institutional and legal framework

4. The Solomon Islands is an independent democratic state, with Her Majesty Queen Elizabeth II as the Head of State, represented by a Governor-General. The Constitution, which came into effect on 7 July 1978, provides for a parliamentary democracy based on the Westminster model with three arms of government:

- The executive, composed of the Head of State whose authority is exercised by the Governor-General and the Cabinet consisting of the Prime Minister and the other ministers;
- The legislature, consisting of a single chamber known as the National Parliament of Solomon Islands; and
- The judiciary, consisting of the Court of Appeal, the High Court and subordinate courts.

5. 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,

³ Morgan, M., (2005) Cultures of Dominance: Institutional and Cultural Influences on Parliamentary Politics in Melanesia, Discussion Paper 2005/2, Research School of Pacific and Asian Studies, Australian National University.

⁴ Parliamentary Strengthening Project, Tripartite Review minutes, Monday, 5 February 2007.

and the Leadership Code Commission, which have important roles in scrutinizing various aspects of government performance in accordance with their individual mandates.

6. 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 Constitution provides for a Cabinet composed of the Prime Minister and other ministers, which currently consists of 24 of the 50 MPs. Cabinet advises the Governor-General and 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.

7. 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.⁵ The Deputy Speaker is elected by the MPs from among their number. The Speaker or Deputy Speaker, or in their absence an ordinary Member of Parliament elected by Parliament for the sitting, presides at each sitting. All questions proposed for decision in Parliament are determined by a majority of the votes of the members present and voting.

8. Section 72 of 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.⁶ The Parliament generally meets three times per year for approximately three weeks at each meeting.

9. Parliament has two types of committees, standing select and special select. Under Standing Order 68 (4) the Speaker determines the number of members of every select committee and nominates the chairman and members of select committees. There are five Standing Committees, namely the Public Accounts Committee; Parliamentary House Committee; Bills and Legislation Committee; Constitution Review Committee; and Foreign Relations Committee.⁷ Others may be established as required.

Parliamentary strengthening challenges in the Pacific

10. As has been described elsewhere by authors such as Morgan (2005a; 2005b) and Fraenkel (2007),⁸ legislatures across the Pacific have failed to provide stable political and policy platforms that reflect and address community needs and interests. Some of the contributing factors and associated challenges are summarized below.

⁵ Standing Order five outlines the procedures for the election of Speaker in more detail.

⁶ In the case of the National Parliament of Solomon Islands, 'meetings' refer to the period of sittings, 'sittings' refer to the daily meetings of Parliament and 'sessions' refer to the period between an election or prorogation of Parliament and the next prorogation or election.

⁷ As stipulated in Part N of the Standing Orders.

⁸ Fraenkel, J., (2007), The Impact of RAMSI on the 2006 Elections in Solomon Islands Election; Morgan, M., (2005a) Cultures of Dominance: Institutional and Cultural Influences on Parliamentary Politics in Melanesia, Discussion Paper 2005/2, Research School of Pacific and Asian Studies, Australian National University; Morgan, M., (2005b), Building Political Governance Frameworks: Advancing the Millennium Development Goals in the Pacific Islands through Parliamentary Strengthening, Pandanus Books.

Representation

11. MPs in the Pacific are often elected from the village level, and have limited formal education or professional backgrounds in dealing with the complex matters with which they are faced in their roles as elected leaders. In assuming their duties, they are also availed with few resources and limited support. For example, in the Solomon Islands, opposition MPs and Government backbenchers do not have access to basic office facilities or staff, and have to work from their residences. While members of the executive are better supported, they largely do not have offices from which they are able to deal with party business and constituency matters. Parliamentary secretariats are often under resourced, and severely challenged to provide sustained and effective support for MPs and for the effective and efficient administration of parliamentary business.

12. These problems are compounded by the high turnover of MPs following elections and the resultant loss of institutional knowledge and capacity that develops during parliamentary terms.⁹ In the absence of a strong party system, and well-developed policy debates that operate along party lines, MPs are faced with strong cultural pressures to directly distribute resources to their constituents in order to retain their positions. As a result, governments are often formed through flimsy coalitions based on personal loyalties and relationships, and a pragmatic desire to gain control over state resources (as a means of securing loyalty from constituents), rather than on policy grounds. The limited reach of media in the widely dispersed and culturally diverse population in the Solomon Islands, means there is little unified conception of the role played by parliament and its members or transparency over parliamentary decision making. As a result of these factors, electoral decisions are based less on policy matters, and more on personal affiliations with individual candidates.

13. While there are no explicit legal barriers facing women in being elected to parliament, women have had very little success in attaining leadership positions, including in the parliament, due to the patriarchal structure of Melanesian society. In the Solomon Islands, only one woman has been elected to parliament since independence was achieved in 1978.

Law Making

14. The strong emphasis on the formation of the Executive in Pacific legislatures has subordinated the technical aspects of the mandate of parliamentarians, in particular as law makers. With only minimal access to external support and advice, Bills are often poorly understood by MPs and are therefore not debated. Committees—the primary mechanism for scrutiny of executive government proposals and performance in advanced legislatures—are often inactive, lacking in the resources or support they need to understand and influence the legislative and policy agenda. Parliamentary secretariats often do not have suitably qualified persons available to draft Private Members' (i.e. non-Government members) Bills or suggest amendments to proposed legislation. As a result,

⁹ Morgan (2005) has suggested that as a result, the primary focus of parliamentary strengthening initiatives should be on building the capacity of parliamentary secretariats to provide support, including post-election induction training for MPs, as the only sustainable approach to improving the effectiveness of parliamentary institutions. Morgan, M., (2005) Cultures of Dominance: Institutional and Cultural Influences on Parliamentary Politics in Melanesia, Discussion Paper 2005/2, Research School of Pacific and Asian Studies, Australian National University.

Pacific legislatures often act as rubber stamps on proposals put forward by executive governments.

Oversight

15. In the unicameral legislatures that are prevalent in the Pacific, presiding governments have the capacity to pursue their legislative and political agendas without having to consult with the community members, or reach consensus with opposition parties or minority groups on their dimensions of their policies. As mentioned above, parliamentary committees tend not to be effectively utilised as an avenue for scrutinising Government performance in policy matters, or for exploring the potential implications of policy legislation changes for the achievement of objectives such as poverty alleviation, or peace and security.

16. The exceptions to executive dominance, driven by the strong emphasis on the formation of government, and underpinned by the lack of a strong party system, are motions of no confidence, which result in frequent changes of government, and loss of momentum in the development and implementation of policy. In the Solomon Islands there have been three changes of Government in the last two years.

Parliamentary Strengthening project phase one, 2005–08

17. The genesis of the Solomon Islands Parliamentary Strengthening project was provided by a Legislative Needs Assessment (LNA), undertaken in 2001 by the UNDP at the behest of the Speaker. Consistent with findings elsewhere in the Pacific (see Morgan 2005) the LNA pointed to a number of major shortcomings in the operation of the National Parliament including: lack of independence of Parliament and the dominance of the executive; lack of access to, and availability of information for Members to perform their roles effectively; performance issues such as infrequent parliamentary and committee meetings and poor attendance of Members at those meetings; limited human resource development; limited technical and physical resources; and lack of general understanding of the role of parliament by both Members and the public.¹⁰

18. In September 2002, the recommendations of the LNA were the focus of a Consultative Forum of Solomon Islands Parliamentarians, which was chaired by the Speaker of the National Parliament, and attended by a majority of members. The resolutions of this forum, which were issued in a communiqué, were consistent with the recommendations made by the LNA and were further deliberated on by the House Committee at a meeting in June 2003, and endorsed for follow-up action.

19. Commencing in August 2004 the first phase of the parliamentary strengthening project aimed to improve the capacity of the national parliamentary administration to support MPs in the fulfilment of their constitutional roles—representation, law making and oversight. There are a number of indicators that the project has made considerable progress towards meeting its objectives, including:

- an increase in parliamentary sitting days and an increase in attendance by MPs in parliamentary sittings. The number of days in which the parliament sat doubled between 2006 and 2007.¹¹ The improved attendance of MPs was noted by an editorial

¹⁰ Clements, C., (2001), UNDP Solomon Islands Legislative Needs Assessment: Rebuilding Parliamentary Rule Post-Conflict.

¹¹ National Parliament web site, <http://www.parliament.gov.sb>, Accessed 9 January 2008.

in the Solomon Star following the August 2007 meeting of parliament, which described the meeting as 'a great success' as a result of 'a marked improvement in the attendance of our MPs';¹²

- an increase in activity and scrutiny of government by parliamentary committees including an increase in the number of reports tabled or drafted by committees. Whilst there were only nine hearings held by the five parliamentary standing committees in 2004 and 2005 in total, 40 hearings were held by committees in 2006 alone and a similar amount in 2007;¹³
- acceptance by the Government of committee recommendations including proposed amendments to certain Bills before the House;
- Executive action including:
 - substantially increasing Parliaments 2007 budget to fund additional staff and projects outlined in the Parliaments 2006 submission and business case to Treasury, which was prepared with support from the project; and
 - meeting the requirements of the Interpretation and General Provisions Act by tabling regulations in the House in a timely manner;
- increased coverage of parliamentary proceedings in the media, including through 'OneNews' television broadcasts, and newspapers, partly as a result of the improved quality of parliamentary debates; and
- Facilitating parliamentary approval of, and mobilisation of resources for, the establishment of office space for MPs in the parliamentary precinct.

20. Project outcomes have been achieved through a multi-faceted approach (addressed later in more detail), which focused on: organizational review, planning and restructuring; implementation of an information and research services plan aligned with a communications technology plan; implementation of a training and development plan (including a post election induction program for new members); implementation of a procedural development and support program focused on providing high level advice and support to the Speaker, Clerk and Members; and, activities focused on civic education and gender equity in leadership roles. The project was particularly successful in establishing close ties with legislatures such as the New Zealand Parliament, the Australian Parliament, the New South Wales Legislative Council, the Centre for Democratic Institutions, and the Commonwealth Parliamentary Association, to leverage positive changes within the parliamentary administration through exchange programs, mentoring and training activities. It is envisaged that these partnerships will continue to be built over phase two.

Phase one evaluation

21. The first phase of the project was the subject of an external evaluation, which was conducted in mid-2007.¹⁴ The evaluation focused on a range of issues, including issues

¹² Solomon Star Editorial, Wednesday 29 August 2007, 'MPs attendance improving.'

¹³ Solomon Star Editorial, Wednesday 29 August 2007, 'MPs attendance improving.'

¹⁴ Nakamura, R., Rodrigues, C. and Clements, Q. (2007), Evaluation of the UNDP Solomon Islands National Parliament Strengthening Project.

associated with: the planning and design of the project, the management of the project (including its financial and human resources and monitoring and oversight); the implementation of project activities; and the appropriateness of the approach envisaged for a second phase of the project.¹⁵

22. The evaluation noted in its overall conclusion that the project had successfully implemented much of the initial project design and was highly regarded by those interviewed by the evaluation team. The evaluation also endorsed the framework proposed for the design of phase two of the project, which is used in this document. The design of the second phase of the project is cognizant of the findings and recommendations of the evaluation, which are referred to in the relevant sections of this document.¹⁶

Rationale for the phase two

23. Despite the indicators of progress mentioned above, it is recognized that the process by which any parliament strengthens and matures in its capacity to fulfill its roles and functions, particularly vis a vis executive power and control, is historically a long and complex one. While the project has created the potential for the parliamentary administration to become a resilient and functional institution over the long term, achievement of this potential is still contingent on external factors such as continued support from the Executive on budgetary and staffing matters, and budgetary support and technical assistance from the project. Entrenchment and consolidation of the achievements of the first phase of the project will require continued investment and support from donors and the Solomon Islands government.

24. The proposed project is in line with Solomon Islands Government policy and has the support of both sides of parliament. This is reflected by policy statements by Prime Minister, Dr Derek Sikua on behalf of his Coalition for National Unity and Rural Advancement that:

We pledge to strengthen and protect the independence of Parliament. A strong and effective Parliament will ensure that the executive government is held accountable for its intentions, decisions and actions... We will review parliament with a view to drawing up a legislative framework that will address strengthening of and providing stability in parliament.¹⁷

25. The Previous Grand Coalition for Change Government was also publicly committed to strengthening autonomy and operations of the parliament, stating in its policy document that:

¹⁵ As was set out in: UNDP Solomon Islands Office, 2007, Concept Note: Solomon Islands Parliamentary Strengthening Project Phase two.

¹⁶ See <http://www.undp.org/fj/resources/main/uploads/gov%20prodocs/New%20Folder/SOI-%20PSP%20Evaluation%20report%20-%20FINAL.pdf>

¹⁷ Statements made by the Honorable Prime Minister Dr Derek Sikua at a post-election press conference, 20 December 2007. This was followed by policy announcements in which the new government pledged to enact legislation to regulate the conduct of Members of Parliament by ensuring MPs seek, through a by-election, the approval of their electorate before crossing the floor of Parliament without the political party, and also to reform in the process by which a Prime Minister is elected.

*The three branches of government, namely the Legislature, the Executive and the Judiciary are independent from each other in terms of powers, functions and status. However for many years Parliament and the Judiciary have not been properly resourced in the administration of their autonomous statutory functions. This government will put in place appropriate mechanisms to ensure that the intentions of the Constitution in regard to the autonomy of the Legislature and Judiciary are carried out.*¹⁸

26. The project design was the focus of discussion during a consultative workshop of Solomon Islands MPs in February 2008. MP's were unanimous in their support of the proposed project. At the workshop and in subsequent follow up with individual MPs that were unable to attend, sixteen MPs endorsed a communiqué stating their support for the project and the key elements of its design (see Appendix 1).

Role of parliament and scope of parliamentary strengthening initiatives

27. As one of the three arms of government, the influence of parliament in supporting achievement of global objectives such as poverty reduction, peace and stability, and the MDGs is well recognized.¹⁹ However, it is also important to understand that the effectiveness of parliament in playing this role depends also on the effective operation of the other branches of government, the judiciary, the executive, and the constitutional offices of which the system of government in the Westminster tradition in the Solomon Islands is comprised, as well as on the influence of civil society and the media, because of their influence in shaping public opinion and influencing the behavior of elected leaders and public officials. Acknowledging these inter-dependencies, and cognizant of the limitations of any single project to address the full range of issues facing the Solomon Islands, the project will focus on maximizing its effectiveness within the scope of its direct sphere of influence, while also supporting the efforts of external partners to work with the parliament to address issues within the scope of their mandates. The areas of partnership are set out in Table 2 (below).

¹⁸ Office of the Prime Minister and Cabinet, (2006), Grand Coalition for Change Government, Policy Framework Document. This was further enunciated in a speech to Parliament by the then Prime Minister Manasseh Sogavare, when he explained that *'Adopting a holistic approach to strengthening the functions of parliament is the way best to attain a responsible, transparent and an accountable government and this may be done by ensuring that Parliament is properly resourced so that it can carry out its essential constitutional responsibilities.'* Speech by the then Prime Minister Manasseh Sogavare on the opening of the Parliamentary Induction Programme, Tuesday 30 May, 2006.

¹⁹ For example, the World Bank has noted that *'One of the best tools a nation has at its disposal for managing conflict and poverty is parliament. Parliament is a prime institution through which to address the divergent interests of multiple groups because of the nature of the parliamentary process and parliaments' ability to build relationships within parliament and within the broader community. The role of parliament in conflict-affected countries becomes even more pronounced when you consider the correlation between poverty and conflict; by addressing issues of poverty, equitable distribution of resources and economic development parliamentarians can attempt to guard against the creation of an enabling environment that is prone to the escalation of conflict.'* O'Brien, M, (2005), Parliaments as Peacebuilders: The Role of Parliaments in Conflict-Affected Countries, The World Bank.

PART II. STRATEGY

Outcomes-Outputs framework

28. The first phase of the Parliamentary Strengthening project was organized according to a hierarchy of activities and outputs designed to achieve the following five outcomes:

- Effective and efficient parliamentary services, management and administration;
- Representative role of the Solomon Islands Parliamentarians strengthened;
- Law making procedures of Solomon Islands Parliament strengthened;
- Capacity of the Solomon Islands Parliament to exercise its oversight role strengthened; and
- Increased representation of women and gender perspective in governance.²⁰

29. Phase one of the project has shown that there is a significant overlap between these outcomes which has led to a lack of clarity in relation to the connections between project deliverables and project outcomes, as well as adding unnecessary complexity to monitoring, reporting and evaluation.²¹ This framework also tended to focus on the delivery of individual activities in isolation from one another, at the expense of a more strategic, outcome focused approach.

30. The second phase of the project is designed under a simplified structure based on the key functions of parliamentary institutions. This structure leads to a single outcome, which focuses on the three primary functions of all parliaments; i.e. law making, representation, and oversight of the executive. The project outcome is:

*The National Parliament fulfils its role as a legislative, representative, and oversight body in accordance with the Solomon Islands Constitution.*²²

31. The Parliamentary Secretariat is the primary mechanism through which this outcome will be achieved, by strengthening its capacity to deliver services in the following five functional areas:

- procedural support services;
- committee support services;
- information services;

²⁰ UNDP (2004), Parliamentary Strengthening Project: Project Document, 2004–2007.

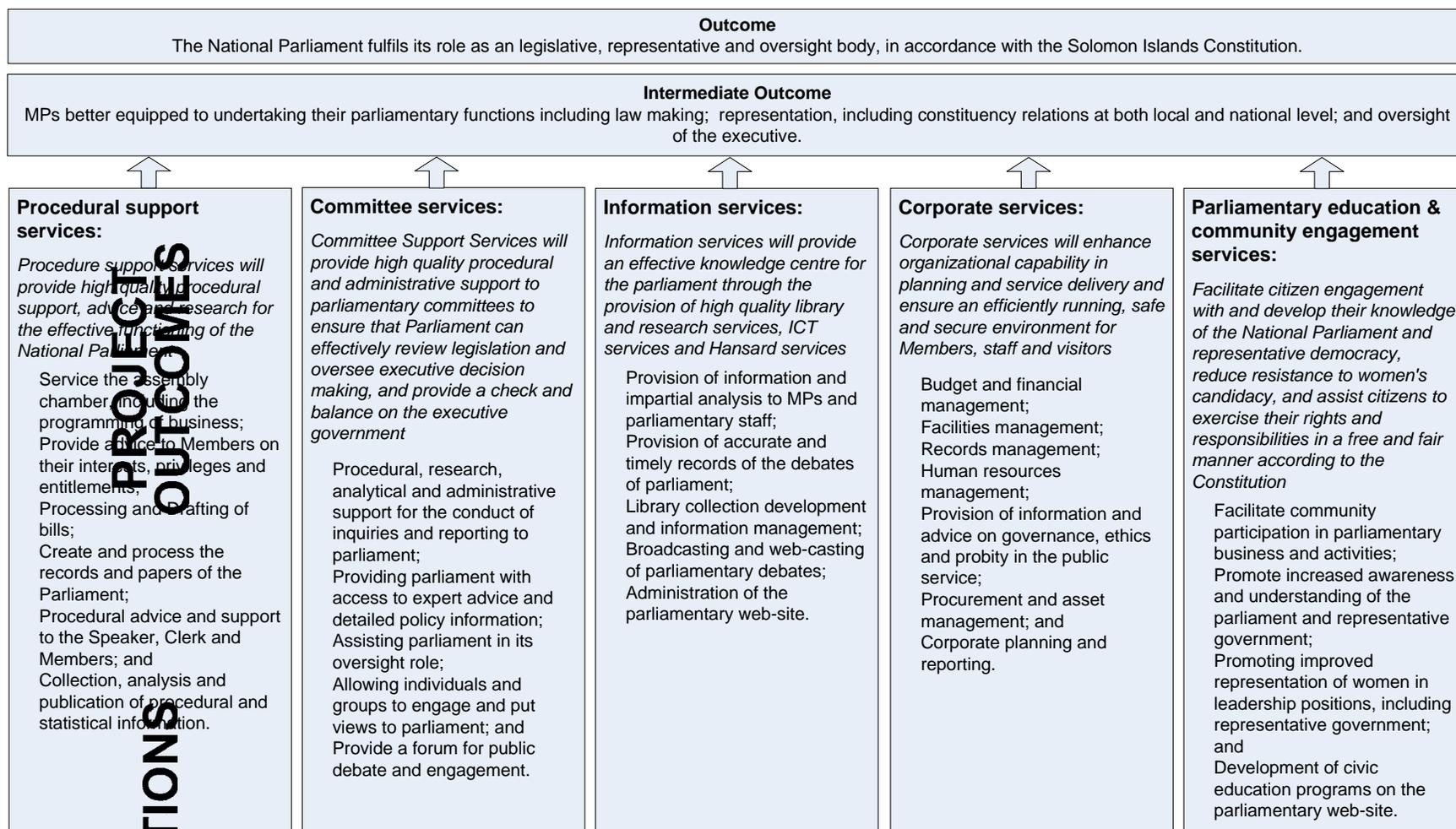
²¹ For example, ‘increased representation of women and gender perspective in governance’, underpins efforts to ‘strengthen the representative role of Solomon Islands parliamentarians’. Similarly, ‘effective and efficient parliamentary services, management and administration’ supports achievement of all the other outcomes. ‘Strengthening of law-making procedures’, underpins both the representative role of parliamentarians, and parliamentary oversight.

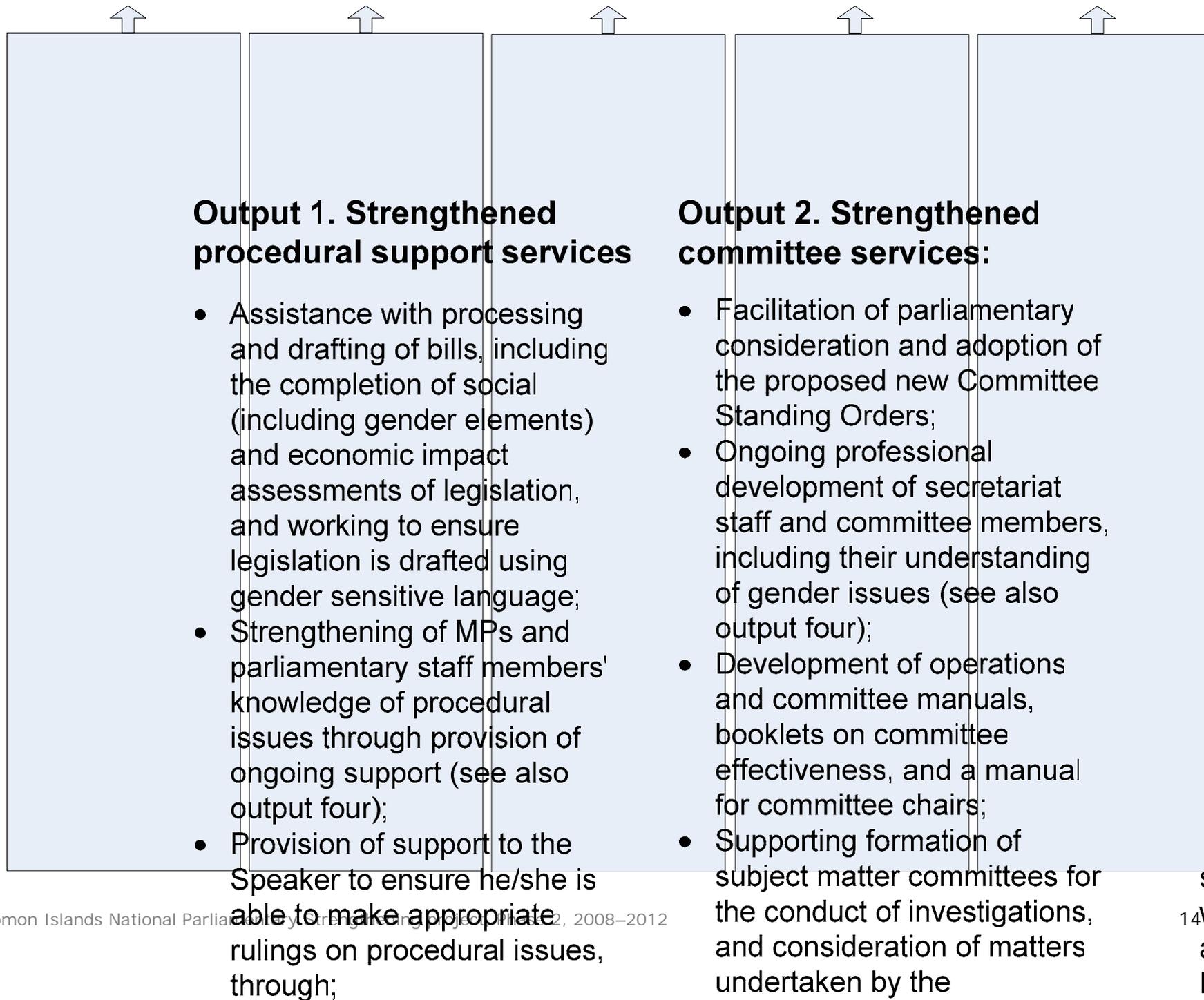
²² As the supreme law in the Solomon Islands, the Constitution entrusts the parliament to make laws for the peace, order and good government of the Solomon Islands. the Constitution also establishes a range of protections, including those relating to: Fundamental rights and freedoms of the individual; Protection of right to life; Protection of right to personal liberty; Protection from slavery and enforced labor; Protection from inhuman treatment; Protection from deprivation of property; Protection for privacy of home and other property; Provisions to secure protection of law; Protection of freedom of conscience; Protection of freedom of expression; Protection of freedom of assembly and association; Protection of freedom of movement; Protection from discrimination on grounds of race etc; and Compensation for contravention of rights and freedoms.

- corporate services; and
- parliamentary education and community engagement services.

32. The proposed outcomes–outputs structure is presented in Figure 1. It aims to clearly align project outputs and outcomes to the role and key functions of the National Parliament Office, and address the issues discussed above. Overlap between project outputs, whilst inevitable to some extent, is deliberately minimized so as to ensure clear lines of reporting and a strong basis for monitoring and evaluation.

Figure 1. Outcomes-Outputs framework





Output 1. Strengthened procedural support services

- Assistance with processing and drafting of bills, including the completion of social (including gender elements) and economic impact assessments of legislation, and working to ensure legislation is drafted using gender sensitive language;
- Strengthening of MPs and parliamentary staff members' knowledge of procedural issues through provision of ongoing support (see also output four);
- Provision of support to the

Speaker to ensure he/she is able to make appropriate rulings on procedural issues, through;

Output 2. Strengthened committee services:

- Facilitation of parliamentary consideration and adoption of the proposed new Committee Standing Orders;
- Ongoing professional development of secretariat staff and committee members, including their understanding of gender issues (see also output four);
- Development of operations and committee manuals, booklets on committee effectiveness, and a manual for committee chairs;
- Supporting formation of

subject matter committees for the conduct of investigations, and consideration of matters undertaken by the

Output 3. Informa

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such a women and as library

Management of project risks

33. At a high level, successful implementation of the project faces a number of significant risks including:

- Reliance on ongoing support from the Executive in budgetary and staffing matters;
- the likelihood, based on historical trends, that there will be a high turnover of MPs following the next (2010) election, with resultant loss of corporate memory; and
- the challenge of maintaining high-level technical leadership at the parliament, in the face of possible turnover of staff in key positions, including for example, the Clerk, the Speaker, and the project manager.

34. Many of the risks identified relate to the increasing demand for services which has been stimulated through the implementation of the first phase of the project. It is expected this trend will continue as a result of a number of factors including:

- The implementation of further incremental improvements to member services, including in the number of services that are available;
- Increased uptake of those services by MPs;
- Greater professionalism in member conduct (resulting from improved member services), and therefore higher expectations from members about the quality and quantity of the services provided; and
- The establishment of improved office facilities for members, which will support improved professionalism (see previous dot point), but also a direct increase in demand for dedicated staff to provide services such as IT, administrative, and security services.

35. An associated risk relates to the expectation that the project will increase its focus on programming areas that have not been fully developed over the first phase of the project. The scope of the activities that could be implemented in these areas, namely civic education and gender, is potentially wide, which raises the risk that the task of meeting programming commitments in these areas may detract from the capacity of the project to consolidate and continue to improve member services, and meet increasing member expectations (see previous paragraph).

36. The approach that will be taken to addressing these and other risks is summarised in Table 1, and is described in more detail in the following section.

Table 1. Project risks

Risk area	Potential risk	Likelihood	Impact	Rating	Mitigating strategies & controls
Political	Lack of support from the Executive for parliamentary reform prevents necessary reforms from taking place.	Medium	High	High	Engagement with Executive at high levels, including in the project management structure, in order to ensure continued support for the reform process, including parliamentary autonomy.
Political	High turnover of MPs results in decline in support for the project	High	High	High	Ensure new MPs are supported in their new positions, including through a targeted induction programme following the 2010 election
Political	Lack of support from the Executive in budgetary and staffing matters	Low	High	Medium	Work with both sides of parliament to ensure they understand the benefits of a strong parliamentary administration.

Risk area	Potential risk	Likelihood	Impact	Rating	Mitigating strategies & controls
Political	Lack of support provided to key programming initiatives from external partners	Medium	High	High	Monitor external environment. Maintain strong and regular communications with partners, including through the project management structure.
Political	Withdrawal of RAMSI mandate leading to a deterioration security situation	Low	High	High	Monitor environment; maintain high level communications with senior SIG and RAMSI officials and other donors
Financial	Failure to gain necessary budgetary support to sustain project investments	Medium	Medium	Medium	Continue to pursue Government uptake of services currently subsidized by the project. Ensure project supported services are visible and relevant to members
Performance	Failure to recruit a project manager with the necessary technical skills and knowledge, and management experience	Medium	Medium	Medium	Ensure recruitment is targeted to candidates who have the required mix of technical knowledge of parliamentary institutions and the required change management skills. Work with regional legislatures to identify suitable candidates, and ensure that recruitment processes commence well before the position is vacated.
Performance	Loss of staff from key positions	Medium	High	High	Ensure succession strategies are in place, through continuous review of the project manager role, and timely and targeted recruitment can be undertaken to meet project needs. Pursue parliamentary autonomy, to ensure key staffing decisions are controlled by the parliamentary administration. Ensure appropriate staff development and succession strategies are in place to address the risk of turnover of staff from key positions, such as from the Speaker and Clerk positions.
Performance	Staff turnover	Medium	Medium	Medium	Continuous recruitment of high caliber 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.
Performance	Programming commitments exceed capacity of project to deliver with available resources, undermining the quality of service delivery	Medium	Medium	Medium	Ensure all programming areas are appropriately resourced, and can be delivered with minimal impact on service quality. Ensure external partners are engaged to support project delivery in new programming areas. Ensure collaborative program design and implementation with other relevant SIG/donor activities.
Performance	Resistance to key programming initiatives, such as those focused on addressing the barriers faced by women in entering leadership positions, including representative government	Medium	Medium	Medium	Ensure programming initiatives are aligned with Solomon Islands Government policy objectives and are appropriate to the mandate of the parliamentary administration. Ensure key stakeholders are engaged to support achievement of programming objectives. Ensure collaborative program design and implementation with other relevant SIG/donor activities.
Performance	Increased internal demand for services exceeds capacity of parliamentary staff to deliver them	Medium	Medium	Medium	Monitor demand for services, and ensure increased demand is being addressed through the budgetary process.

Risk area	Potential risk	Likelihood	Impact	Rating	Mitigating strategies & controls
Performance	Increased external demand for knowledge and skills available at the National Parliament office, detracts from core focus on providing high quality services to members	High	Medium	High	Contribute to development of a regional approach to parliamentary strengthening, in partnership with regional institutions such as the Commonwealth Parliamentary Association, the Centre for Democratic Institutions, and UNDP's Pacific Centre. Ensure such contributions are aligned to the objective of raising the profile of the Solomon Islands Parliament as a regional leader in parliamentary development, and of strengthening its institutional capacity. Ensure such contributions are appropriately resourced, and do not detract from fulfillment of core service functions.
Performance	Failure to deliver against project commitments on time and budget	Medium	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 to ensure stakeholder expectations of the project are appropriate
Operational	Improvements in information technology services cannot be sustained	Medium	Medium	Medium	Ensure sufficient information technology support services are provided to the parliamentary administration, and are subsumed within the parliamentary budget. Ensure information technology assets are appropriately managed over their lifecycles.
Operational	Security in the parliamentary compound is breached	Low	High	Medium	Upgrade capacity of the National Parliament Office to manage security issues

KEY						
Likelihood		Impact	Level of risk			
			Likelihood			
		Impact	Low	Medium	High	
Low (L) - Unlikely event will occur	Low (L) - Minor business disruption	Low	1	2	3	1 to 2 - Low Risk
Medium (M) - Moderate risk of that event will occur	Medium (M) - Business interruption and moderate loss of reputation	Medium	2	4	6	3 to 4 - Medium Risk
High (H) - Highly Likely event will occur	High (H) - Major business disruption and damage to reputation	High	3	6	9	6 to 9 - High Risk

Strategic focus, based on lessons learned

37. Experience from the first phase of the project has shown that effective management of these risks will require a strategic approach in a number of areas, namely:

- **Project management:** Experience over the first phase of the project has demonstrated that effective institutional strengthening of parliamentary institutions requires a project manager who has a strong technical understanding of parliaments and parliamentary procedures, as well as strong leadership, people management, and change management skills. While there are candidates in the region that have the required qualities, the field of suitable candidates is small. This means recruitment of a new project manager, if required, will need to be targeted effectively and timed appropriately, in order to ensure the transition to a new project manager does not compromise the ongoing change management process. At the same time, the project will need to maintain its focus on developing the overall human resources capacity of

the parliament, to ensure that graduate trainees will be in a position to take on higher level management positions and have the capacity to continue the change management process after the project has been closed. Restructuring of the NPO will identify positions and skills required by the office which the project can initially fund while SIG funds are sought in the next budget round. It is anticipated that all staff hired by the project will have the opportunity to transfer to the parliamentary establishment.

- **Change management:** Overall, the experience over phase one, as has been documented at the parliamentary roundtable which was held to discuss the findings of the final evaluation of the project, has shown that the best way to achieve positive policy outcomes through parliamentary strengthening initiatives is to focus on strengthening the support and services available to parliamentarians. In this sense, the focus of the project should be primarily on getting the parliament to work better, rather than to direct the substance of parliamentary decisions—i.e. if the parliament is working better, then its decisions will also logically be better. This approach will better position parliamentarians to engage in dialogue with UNDP and other donors about the appropriate direction of public policy. In pursuing policy reforms, the project needs to be careful to work within the existing policy framework, and not to pre-suppose policy commitments which are a matter for the Solomon Islands Government to determine.²³
- **Use of technical assistance:** The experience of phase one has demonstrated what can be achieved with relatively low levels of technical assistance.²⁴ Technical assistance has been provided primarily through the project manager, and also short term and low cost inputs from experts from partner organizations, which have focused on targeting specific corporate weaknesses, and building on existing capacity.²⁵ Training of secretariat staff has also been tightly focused to job descriptions, with a strong emphasis being placed on using training and short term attachments to target and address corporate weaknesses and requirements.
- **Corporate governance:** Phase one of the project has largely addressed the major weakness of the parliamentary administration, namely the lack of appropriately trained and qualified staff to provide secretariat services to parliamentarians. In order to ensure secretariat services continue to be effective and improvements brought about by the project are sustainable, the corporate services area of the parliament, in its role of ensuring appropriate human resources, budget and financial management of the parliament, will take on a new level of importance. The strengthening of

²³ This was supported by discussions at the parliamentary roundtable, which noted that 'it is important to be careful when working on, supporting or promoting developing issues through parliamentary projects, as parliament's need to be recognized as sovereign and independent' and that 'it is important to engage closely with legislators to ensure that work on development issues is not seen as externally driven.' UNDP Pacific Centre, October 2007, Draft report on the UNDP Pacific Islands Parliamentary Assistance Roundtable, p. 14.

²⁴ For example, the RAMSI Annual Performance Report 2006–07 noted that the project '*demonstrates what can be achieved with the right inputs and a supportive environment...Since [a 2005 review] the activity has gone from strength to strength, and has generated widespread support, both within and outside Parliament...*' and '*demonstrate[ing] that creative and effective adviser support, coupled with an empowered counterpart champion, can achieve reform in Solomon Islands.*'

²⁵ For example, the project was particularly successful in establishing close ties with legislatures such as the New Zealand and Australian Parliaments, and the New South Wales Legislative Council through exchange programmes, mentoring and training activities.

corporate services, which commenced under phase one with the development of corporate and strategic plans for the parliament, a revised staffing structure and improved staffing arrangements, will need to be continued and accelerated. An important component of this strategy will be the pursuit of autonomy for parliament in budgetary and staffing matters, which will help ensure the parliament has the capacity to retain key staff, and maintain service quality. The project will also focus on ensuring internal policies are gender sensitive, and that there is a strong corporate commitment to reducing barriers faced by women in assuming leadership positions, and in the parliament more generally.

- **ICT development:** The development of effective parliamentary ICT systems will be critical for ensuring productivity increases can be achieved. Through the establishment of networked computing facilities, and improved information management, including through development of the parliamentary web-site and intranet, the first phase of the parliamentary strengthening project has established the basic components of an effective information management strategy. However, continued implementation and development of this strategy currently relies heavily on project support, including through payment for recurrent connectivity and services costs, and capital investments. While the project should continue to support capital investments for required ICT upgrades, the achievement of a sustainable approach to ICT will require ongoing uptake of recurrent costs by the Solomon Islands Government. Such an approach may include development of a service level agreement with the ICT support unit in the Ministry of Finance to provide ICT user and maintenance services through the parliament's budget. The ability to maintain security over parliamentary information will be critical to ensuring this strategy is feasible.
- **Partnerships management:** Achievement of the objectives of the project will depend on the ongoing development and strengthening of partnerships with a wide range of organisations. Key government partners include the Office of Prime Minister and Cabinet, the Ministry for Public Service, the National Audit Office, the Attorney General's Office, the Ministry of Women, Youth and Children's Affairs, and the Ministry of Education. Key non-government partners include the RAMSI Machinery of Government Programme, the UNDP Pacific Centre, the Commonwealth Parliamentary Association, the Centre for Democratic Institutions, UNDP's Regional Rights and Resources Team, UNICEF, UNIFEM, NZAID, and civil society groups, including women's organisations. Experience over phase one of the project has shown that the quality of the relationships with these partners will have a big impact on the capacity of the project to support improved legislative and policy outcomes, to develop activities in new programming areas, and to sustain the gains that are instigated by the project, beyond its funding window.²⁶ The key partners and specific areas of partnership are described in more detail in Table 2.

²⁶ For example, the evaluation of the first phase of the project noted the developing relationship between the Parliament through its Public Accounts Committee and the Office of the Auditor General, which, with the benefit of assistance from the RAMSI Machinery of Government program has been subjecting Government activities to an increased level of audit scrutiny. The Public Accounts Committee, with the support of the Parliamentary Strengthening project responded in 2006 with a new level of attention to a series of reports tabled by the Auditor General in Parliament. The project evaluation noted that '*such a relationship between reformers in government and a parliamentary committee is useful for improving governance in general.*' The development of similar partnerships with Government and non-Government partners will be important to maintaining the

Table 2. Areas of partnership between the project and external bodies

Partner	Partner Role	Area of partnership
Government and statutory bodies		
Office of the Prime Minister and Cabinet	Central Government Policy Making and coordination	Secure Executive support for ongoing improvements to parliamentary services. Work with Cabinet Office to ensure timely submission of legislation for consideration by parliament.
Attorney Generals Office	Principle legal advisor to the Solomon Islands Government	Work with the Attorney Generals Department to ensure timely submission and consideration of legislation by parliament.
Office of the Auditor General	External auditor to the Solomon Islands Government	Work with the National Audit Office to ensure effective scrutiny of audit reports by the parliament
Leadership Code Commission	Enforce the Constitutional and Statutory Codes of Conduct for Leaders	Assist the Leadership Code Commission to fulfill its mandate in relation to parliamentarians, including in maintaining a register of leaders interests, and in assisting leaders to fulfill their obligations in an ethical manner
Ministry for Women Youth and Children's Affairs	Advocate for women's welfare, and work to minimize barriers that impede women from participating in decision making at all levels	Work with the Ministry to develop and implement programming initiatives aiming to reduce barriers to women in assuming leadership positions, including in the parliament. Partner with the Ministry in the development and implementation of a National Youth Parliament.
Ministry of Education and Human Resources	Develop and implement education policies	Work with the Ministry to develop and deliver education activities and curricula focused on the role and functions of the National Parliament
All Government Ministries	Various	Facilitate involvement of Government Ministries in parliamentary proceedings, including the work of parliamentary committees
Donors		
Regional Assistance Mission to the Solomon Islands: Support to the Office of the Auditor General	Strengthening capacity of the Office of the Auditor General to fulfill its mandate	See 'Office of the Auditor General,' above.
Regional Assistance Mission to the Solomon Islands: Support to the Leadership Code Commission	Strengthening capacity of the Leadership Code Commission to fulfill its mandate	See 'Leadership Code Commission,' above.
Regional Assistance Mission to the Solomon Islands: Strategy for advancing the position of Women in Government	Increase women's participation in Government, both administrative and representative	Participate in and assist with implementation of strategy
Regional Assistance Mission to the Solomon Islands: Public Service Improvement Program	Strengthen human resources management and so improve the delivery of government services.	Participate in and contribute to the project as appropriate
Regional Assistance Mission to the Solomon Islands: ICT Capacity Development Project	Strengthen use and sustainability of information technology across the Solomon Islands Public Sector	Participate in and contribute to the project as appropriate
SIG, AusAID and NZAID: Civic Education Strategy	Enhance citizen participation in democratic and development processes in Solomon Islands.	Participate in and contribute to the project as appropriate
UNIFEM: Strengthening Pacific Women's Political Participation	Support the participation of Pacific Women in political processes as active citizens and accountable leaders.	Participate in and contribute to the project as appropriate
UNDP, UNICEF and the Pacific Islands Forum Secretariat: Strengthening Capacity for Peace Building in Post-Conflict Solomon	Establish an inclusive and effective institutional framework for resolving conflict and fostering reconciliation, including by addressing the needs of	Work with the project and its partner Ministries to develop and implement a National youth parliament

momentum of the project. Nakamura, R., Rodrigues, C. and Clements, Q. (2007), Evaluation of the UNDP Solomon Islands National Parliament Strengthening Project.

Partner	Partner Role	Area of partnership
Islands project	Solomon Islands youth	
Civil Society Groups		
Various	Various	Assist the parliament to engage civil society groups in parliamentary proceedings, including by providing evidence before parliamentary committees

Integration of cross-cutting themes

38. 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 Parliament have a major impact on issues facing society, such as peace and stability, the Millennium Development Goals, human rights and gender equality and equity. The parliamentary administration provides services to support effective decision making in these areas, by supporting the efficient conduct of the National Parliament in the chamber and in its committees, as well as by providing a range of other services and facilities for Members.

39. The Government of the Solomon Islands faces a number of pressing issues that are confronting the country, including (to name a few):

- addressing territorial inequalities in the distribution of development and resources;
- addressing issues of land ownership and administration;
- ensuring sustained and equitable economic growth in the face of unsustainable resource use and high population growth;
- achieving sustainable use and management of environmental and natural resources; and
- addressing the barriers faced by women in assuming leadership positions, including in representative government.

40. How it chooses to address these issues is a matter for the Solomon Islands Government to determine. However, by improving the performance of parliament so that it can better represent its constituents, scrutinize the actions of the Executive and make sound law, conditions are created that facilitate greater equity and minimize the risk of violent conflict, amongst other things.

41. 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 any parliamentary administration has to work. An indicative approach to integration of cross-cutting issues will be as follows:

- **Gender:** Specific activities focused on gender may include: ensuring gender messages are a central component of parliamentary education initiatives; ensuring human resources management systems are gender sensitive; development of a gender policy for the National Parliament; facilitating introduction of a social impact assessment of legislation (following introduction of a economic impact assessments); exploring quotas and other mechanisms for increasing the representation of women in the National Parliament; appointing a gender focal point within the parliamentary secretariat; and supporting women's groups to interact with parliamentary committees, where appropriate;

- **Human Rights:** Specific activities focussed on human rights may include facilitating involvement of external organisations 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 Law and Justice Committee;²⁷
- **Peace and Conflict:** Specific activities focussed on peace and conflict issues will include providing high quality secretariat support to the parliamentary inquiry into constitutional reform, and to the Special Select Committee appointed (if this eventuates) to review the Pacific Islands Forum (2007) report on RAMSI;²⁸ and
- **Millennium Development Goals and poverty reduction:** Specific activities focussed on the Millennium Development Goals and poverty reduction may include: supporting formation of subject matter committees including Law and Justice, Social Issues, and Development committees to conduct investigations, and consider matters undertaken by the Government portfolios under each of their areas of authority;²⁹ supporting parliamentary committees to engage more closely with constituency matters through the conduct of committee inquiries in the provinces; and, supporting subject matter experts to provide evidence to parliamentary committees and address the parliament on matters of national importance.

42. As has been observed by UNDP previously, 'responsive and accountable institutions of governance are often the missing link between antipoverty efforts and poverty reduction.'³⁰ A strong and effective parliament which scrutinizes the government and government policies will result in actions and policies that will assist meeting MDGs, improving protection of people's human rights, and reducing the risk of violent conflict, amongst other things. There is strong evidence to suggest that improved support for Committees and the Chamber over phase one has improved the level of scrutiny over Government policy and legislation and thus improved legislative outcomes.

²⁷ The formation of the latter being provided for under the Draft Revised Standing Orders, which has been developed with the support of the first phase of the project, and is currently before the House Committee for their consideration.

²⁸ Pacific Islands Forum review of the Regional Assistance Mission to the Solomon Islands, April–June 2007. While this committee had not yet been appointed at the time the phase two design was formulated, there were strong indications from the Solomon Islands Government that this would occur, as indicated by the Solomon Star on 22 February 2008 in the article, 'Sikua to open meeting.'

²⁹ Under the Draft revised Standing Orders (currently being considered by the House Committee) provision is made for the formation of three subject matter committees (Law and Justice, Social Issues, and Development), who will have the power to conduct inquiries, and hear evidence in relation to the Government's budget estimates and related papers. The first phase of the project has been successful in supporting increased activity by certain Standing Select and Special Select committees. The next phase will focus on broadening the focus of all committees towards a closer scrutiny of Executive Government performance in policy development and implementation, including by conducting inquiries on matters of national importance and collecting evidence from external witnesses and experts.

³⁰ UNDP, (2000), Overcoming Human Poverty.

PART III. PROJECT DELIVERABLES

43. The proposed strategy for the project is detailed below against each of the five proposed outputs, which correspond to the core functional areas in the National Parliament Office. This strategy is based on the activities, outcomes and new work identified during the first phase of the project, which were described in the concept note for the second phase of the project in February 2007,³¹ and on relevant recommendations of the project evaluation and parliamentary assistance roundtable, and is aligned with the National Parliament's draft medium term corporate plan.³² A more detailed examination of the outcomes of the first phase of the project is contained in the final project evaluation.

Strengthening Procedure Support Services

Procedure support services will provide high quality procedural support, advice and research for the effective functioning of the National Parliament.

44. Within the organization structure of the National Parliament, the Procedural Support Services division is responsible for:

- Providing an effective procedure office to:
 - Service the assembly chamber, including the programming of business;
 - Provide advice to members on their interests, privileges and entitlements;
 - Provide assistance with processing and drafting of bills;
 - Provide procedural advice and support to the Speaker, Clerk and members in the chamber and outside of parliamentary sittings; and
- Reviewing and assessing needs for legislative and procedural reform relating to parliament and facilitating pursuit of the reform program identified.

45. The UNDP Legislative Needs Assessment found in 2001 that the parliamentary secretariat was understaffed and under-resourced and therefore unable to effectively support the House and its committees. This severely limited the capacity of Members to undertake their legislative, representative and scrutiny roles. Since its commencement, the project has strengthened the capacity of the secretariat to respond to the procedural and constitutional issues put to the Speaker and committees through implementation of a range of activities,³³ which have provided a strong basis for building further improvement

³¹ UNDP Solomon Islands Office, 2007, Concept Note: Solomon Islands Parliamentary Strengthening Project Phase two.

³² Nakamura, R., Rodrigues, C. and Clements, Q. (2007), Evaluation of the UNDP Solomon Islands National Parliament Strengthening Project; UNDP Pacific Centre, October 2007, Draft report on the UNDP Pacific Islands Parliamentary Assistance Roundtable.

³³ For example, the project supported:

- development of a revised organizational structure which created new and revised positions in key functional areas of the secretariat;
- established a Graduate Trainee Program of eight officers who provide procedural and administrative support to the Speaker, Clerk and members;
- provided the new committee secretariat staff with extensive external training and on-the-job mentoring from the project manager, to enable them to effectively fulfill their duties;

and developing a robust and proactive secretariat which supports the duties and work of Members in the years to come. To achieve this the second phase of the project will support implementation of a number of activities, including:

- Assistance with processing and drafting of bills, including the completion of economic impact assessments of legislation (initially), and social impact assessments (at a later stage), including gender elements, and working to ensure legislation is drafted using gender sensitive language;
- Strengthening of MPs and parliamentary staff members' knowledge of procedural issues through provision of ongoing support, training and professional development on procedural matters (see further detail on professional development activities for members in description of output four);³⁴
- Provision of support to the Speaker to ensure he/she is able to make appropriate rulings on procedural issues, through:
 - the creation of an effective procedure office, including essential systems to provide rapid and secure access to Speaker's rulings and other important precedent (including committee precedent), Bills, minutes and tabled papers;³⁵ and
 - providing access to secretarial and administrative support to the Deputy Speaker, Chairs of Committees and members.
- Supporting ethical conduct by members and accountability of Solomon Islands parliamentarians, including implementation of a code of ethical conduct for parliamentarians, supporting the special select committee on parliamentary privilege to explore development of a Parliamentary Privileges Act for due consideration of the House Committee, the Government and the Parliament, and exploration of means of ensuring compliance with the Leadership Code (Further Provisions) Act, 1999;
- Facilitate strengthening and reform of parliamentary procedures³⁶ including: facilitating the adoption of revised Standing Orders (which commenced under phase

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- provided training for Members, including an extensive induction program following the April 2006 elections.

³⁴ The specific training that will be provided will be designed on the basis of a basic assessment of MPs training needs, in the context of available resources.

³⁵ This will be assisted by the establishment of an Assistant Clerk position under the parliament's new organizational structure.

³⁶ The Legislative Needs Assessment (2001) identified a number of areas for legislative and procedural reform in relation to the operation of the National Parliament, many of which were subsequently endorsed by a majority of parliamentarians at the Consultative Forum in 2002. Clearly there is a role for donors to play in supporting and facilitating reform initiatives of this kind. In keeping with this role, the first phase of the Parliamentary Strengthening project has provided support for the parliament with a number of these initiatives, such as by assisting with the review and revision of the Standing Orders and development of a Code of Ethical Conduct for members (both these matters are currently before the Parliamentary House Committee).

It is important to recognize however, that it is beyond the mandate and capacity of any donor funded project to determine the outcome of any such initiatives, nor to decide what reform initiatives are pursued. As such, certain outputs identified in the phase one project document, such as 'relevant amendments made to existing legislation and new legislation approved to strengthen the functioning of the Public Accounts Committee,' are clearly matters for the executive government and the parliament to determine. To address this issue, the new project document focuses on developing secretariat capacity to support procedural and legislative reforms, so that proposals put by Members can be considered, and where appropriate, progressed.

one);³⁷ and exploring legislative options, and implementing legislation to provide greater autonomy to the National Parliament in budgetary and staffing matters.

Strengthening Committee Support Services:

Committee Support Services will provide high quality procedural and administrative support to parliamentary committees to ensure that Parliament can effectively review legislation and oversee executive decision making, and provide a check and balance on the executive government.

46. Because committees provide the mechanism by which the detailed work of Parliament is undertaken, their strength, influence and growth is a strong indicator of the parliament's overall effectiveness. Within the organizational structure of the Office of the National Parliament, the Committee Support Services division is responsible for:

- Provision of procedural, research, analytical and administrative support for the conduct of inquiries and reporting to parliament;
- Providing parliament with access to expert advice and detailed policy information;
- Assisting parliament in its oversight role;
- Allowing individuals and groups to engage and put views to parliament; and
- Assisting with the development of committees as forums for public debate and engagement.

47. Activities implemented under the first phase of the project have provided a strong basis for developing a robust and proactive secretariat which supports the duties and work of parliamentary committees in the years to come.³⁸ To achieve this, the second phase of the project will support implementation of a number of activities, including:

- Improving secretariat and research support to committees through the parliamentary secretariat, including:
 - facilitation of parliamentary consideration and adoption of the proposed new Committee Standing Orders which provide for a new committee structure and additional powers for committees;
 - ongoing professional development of secretariat staff and committee members, including their understanding of gender issues; and

³⁷ The revised Standing Orders, currently before the House Committee for their consideration, were designed to provide more time for consideration of non-government business (such as private members bills, notices of motions, and petitions), improve compliance of government agencies with their accountability deadlines, and increase the required number of parliamentary meetings per year.

³⁸ The Parliamentary Strengthening Project focused strongly on committee strengthening by providing:

- specific induction training to Members;
- secretariat and research support to committees;
- secretariat training and development, including several international workshops specifically focused on the role and functions of the Public Accounts Committee;
- legislative drafting capacity within the secretariat;
- public broadcast of important committee hearings; and
- resources for completion of a cost-benefit analysis of the provision of offices for committee Chairs.

- development of operations and committee manuals, booklets on committee effectiveness, and a manual for committee chairs. These will focus on ensuring committees receive a balanced view of social and other issues, including gender aspects;
- Developing the role of committees to provide a forum for public debate and engagement, and scrutiny of the performance of the Executive, including by:³⁹
 - supporting formation of subject matter committees (Law and Justice, Social Issues, and Development) for the conduct of investigations, and consideration of matters undertaken by the Government portfolios under their mandates;
 - supporting parliamentary committees to engage more closely with constituency matters through the conduct of committee inquiries in the provinces; and
 - supporting subject matter experts, civil society groups (including women's groups) and other witnesses to provide evidence to parliamentary committees in support of their investigations and inquiries.

Strengthening Information Services:

Information services will provide an effective knowledge centre for the parliament through the provision of high quality library and research services, ICT services and Hansard services.

48. Parliamentary information services form an important source of support for members in fulfilling their law making, oversight, and representational mandates, by providing Members with speedy access to information and impartial analysis and advice, and also information to the community.

49. Within the organizational structure of the Office of the National Parliament, the Information Services division is responsible for:

- Provision of information and impartial analysis to MPs and parliamentary staff;
- Provision of accurate and timely records of the debates of parliament;
- Library collection development and information management;
- Broadcasting and web-casting of parliamentary debates; and
- Development and administration of the parliamentary web site.

50. Activities implemented under the first phase of the project have substantially enriched the information environment of the National Parliament, to the benefit of both members and the general public.⁴⁰ The next phase of the project will focus on developing

³⁹ Currently all committee work is undertaken in Honiara with all witnesses drawn from the public service. It is particularly important in an environment where the role of members is seen as being providers of basic government services to their electorates that Members begin to engage with constituents in ways that highlight their law making responsibilities as well as their responsibility to the nation. Developing committees' capacity and willingness to travel throughout the provinces to engage and listen to groups and individuals on important subjects will not only improve the work of Parliament but will also have important benefits in terms of how members and the public see their respective roles. There is a strong link between this work of committees and proposed output five which focuses on civic education and community engagement.

⁴⁰ Through:

direct linkages with members about their information needs as well as building members' capacity to access information stored on the intranet. It is proposed that this work will include the following activities:

- Reviewing and strengthening systems to ensure the timely production and publication of Hansard and other parliamentary records;
- Further developing the research capacity of the parliament, including by: strengthening of legal drafting services to provide Members with access to impartial advice and assistance in the drafting of Private Members' bills; engagement of experts to prepare research papers on current public policy matters, such as the representation of women in leadership roles (complementary to the research services offered by the parliamentary secretariat); and assistance with ongoing library collection development and maintenance, including by making information accessible through the parliamentary website and intranet;
- ongoing implementation of the consultancy report on creating an effective library and information service for the Solomon Islands Parliament;⁴¹
- ensuring public awareness of parliamentary debates and proceedings by expanding and improving the parliamentary web-site and intranet; and
- developing and implementing a new four year ICT plan for the consolidation and improvement of ICT services, and uptake of ongoing ICT costs in the SIG budget.

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- recruiting, through the graduate program, a librarian and research staff;
 - establishing web enabled IT facilities including 'information retrieval and document management' software, which enables efficient and effective storage and search of information such as Hansard reports, Bills and Legislation and newspaper clippings; and
 - establishing a parliamentary web site to provide a further mechanism for parliamentarians, parliamentary staff, and external parties to access information on the role and activities of the National Parliament.

⁴¹ M. Byrne, 2006, *Creating an Effective Library and Information Service for the Solomon Islands National Parliament: A Final Report*. The consultancy report recommended a range of strategies for achieving:

- a core collection including reference books, a non fiction collection, serials, parliamentary documents, government publications, press releases and press clippings and current information files;
- a reliable sustainable internet service with an efficient cost effective database to store relevant information from the Internet;
- a communication system linking the Research and Information Centre computers to other parts of Parliament;
- a trained staff with computer skills, research skills, a familiarity with the parliamentary process, in particular the Committee system and a commitment to constantly maintaining and updating the collection;
- an infrastructure and physical layout that is user friendly, welcoming and physically attractive with changes implemented for the long term; and
- an ongoing relationship with regional parliamentary libraries.

Strengthening Corporate Services

Corporate services will enhance organizational capability in planning and service delivery, promote ethical conduct by staff in accordance with the public service General Orders and Financial Instructions, and ensure an efficiently running, safe and secure environment for Members, staff and visitors.

51. To effectively fulfill their parliamentary duties, members should have access to sufficient resources, in the form of office space and IT facilities, and an efficiently functioning, safe and secure work environment. For the parliament to operate effectively as an independent constitutional office it has responsibilities in relation to providing budget and financial services, records management, human resource management, facilities management, procurement and asset management and corporate planning and reporting. The Corporate Services division of the National Parliament fulfills these functions by:

- Facilitating organizational renewal and strengthening;
- Budget and financial management;
- Facilities management;
- Records management;
- Human resources management;
- Providing information and advice on governance, ethics and probity in the public service;
- Procurement and asset management; and
- Corporate planning and reporting.

52. The first phase of the project has addressed fundamental issues such as lack of basic information technology, communications, transportation, and stationery, which were in existence at its commencement.⁴² As a result of activities supported under phase one of

⁴² The first phase project contributed to this improvement by:

- providing library and information equipment including a digital photocopying and scanning facility,
- creating a works plan and budget plan aligned with the parliament's budget to ensure expenditure on priority items. This resulted in the completion of a considerable amount of maintenance work prior to Parliament's first meeting after the election. These works included internal areas of parliament being painted, urgent plumbing and electrical repairs and maintenance being undertaken as well as major improvements to the upkeep of the parliamentary precincts;
- conducting a study of the options and costs associated with providing office facilities for Members and parliamentary committees. The recommended option, development of a building in the parliamentary precinct to provide accommodation for committee chairs has been allocated funding in the Solomon Islands development budget;
- supporting development of a budget submission and corresponding business case to government for substantial additional recurrent and capital expenditure, which resulted in the Parliament being allocated \$SBD five million over three years for improvements and repairs to the building as well as for security infrastructure;
- purchasing a vehicle from project funds to support the work of the secretariat as well as two new minibuses from the parliaments budget;
- providing computer and communications hardware; and

the project, facilities for Members are expected to improve further, with successful mobilisation of resources for the development of accommodation for all Members in the parliamentary precinct. In spite of these improvements there is more that could be done to improve the corporate services functions of the National Parliament Office, and the facilities and support that Members have access to in carrying out their duties.

53. Specifically the project proposes to:

- Strengthen corporate planning and budgeting processes, by supporting the parliamentary administration to develop annual workplans and budgets and complete annual reporting;
- Develop effective human resources management systems to ensure staff performance and retention is maximised, by providing support for ongoing professional development of parliamentary staff and development of attractive career paths for staff, management of staff performance, and management of poor performance in the workplace;
- Support the implementation of accountable and efficient financial management systems and processes;
- Facilitate improved physical resources available to MPs by investigating mechanisms for facilitating more frequent engagement by MPs with their constituents, for example, by identifying and pursuing options for the provision of constituency offices for members, and ensuring the new office space that will be built for members is equipped with functional ICT systems;⁴³
- Develop and implement a professional development program for MPs, including activities such as workshops on being an effective member of the House and its committees, managing ethical issues and dilemmas, IT skills training, speech making and media training, and developing and implementing public policy.⁴⁴ In addition to these ongoing learning opportunities, a major induction program will be implemented following the next national general election in 2010;⁴⁵
- Conduct a gender audit of the parliament and its functions and development of a gender policy for the National Parliament;
- Support attainment of parliamentary autonomy in budgetary and staffing matters; and
- Strengthen relationships with external stakeholders to assist the parliament to fulfil its mandate.

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- establishing a member's lounge for parliamentarians, equipped with eight internet enabled computers and workstations.

⁴³ It should be recognized that it is outside of UNDP's mandate to either fund, or manage infrastructure projects. As such, the focus of the project will be limited to resource mobilisation. Any infrastructure development will need to be managed by SIG and/or other donors.

⁴⁴ The specific training that will be provided will be designed on the basis of a basic assessment of MPs training needs, in the context of available resources.

⁴⁵ Consistent with the recommendations of the evaluation of phase one of the project, which recognized the previous post-election induction programme as being an important signature event for the project. The second phase will support a number of additional events, which are outline under the following output description.

54. In order to do so, the next phase of the project will focus on capacity building at the corporate service level, with training and development of staff in each of the functional areas listed above so that there is capacity for staff to work across several of the areas depending on demand.

Strengthening Parliamentary Education and Community Engagement services

Parliamentary education and community engagement services will facilitate citizen engagement with and develop their knowledge of the National Parliament and representative democracy, reduce resistance to women's candidacy, and assist citizens to exercise their rights and responsibilities in a free and fair manner according to the Constitution.

55. Strong representation of constituent needs and interests by members depends on there being a clear understanding by both members and constituents of their respective roles and responsibilities. In the Pacific, traditional roles for members in law making and review of government activities are distorted by the strong constituency pressure to play direct roles in resource distribution.⁴⁶ Morgan (2005) suggests that while these pressures are unlikely to relent in the short term, they could be influenced by supporting members to deal more effectively with such pressures.⁴⁷

56. Additionally, while there are no explicit legal barriers preventing women from running for office, major impediments are faced by women candidates in running for election, with the result being that only one woman has been elected to the Solomon Islands Parliament to date.

57. Improving public understanding of the role of parliament has commonly been identified as a means of improving the accountability of parliamentarians to their constituents, thus resulting in better representation of citizen needs and interests, better policy making, and greater citizen participation in decision making processes. The eventual result is that the most suitable candidates (men or women) to represent their constituencies will be elected by constituents who have realistic expectations of the duties of a member of the National Parliament. The Parliamentary Education and Community Engagement services division supports achievement of this objective by:

- facilitating community participation in parliamentary business and activities;
- promoting increased awareness and understanding of the parliament;
- promoting improved representation of women in the parliament; and
- developing and implementing civic education programs.

⁴⁶ For example, Morgan has observed that *'For the most part, Solomon Islands voters are simply disinterested in overarching policies; they want immediate returns for their support, in the form of money, materials and employment opportunities. Those who fail to reciprocate the support of the direct electors run the risk of electoral defeat. For most Solomon Islands Members, the challenge of satisfying the immediate demands of constituents (which are difficult, short-term and costly) is greater than the need to develop long-term goals such as providing frameworks to encourage growth, stability and a better living environment. It is for these reasons that Solomon Islands politics, like those elsewhere in Melanesia, are commonly more about patronage than participation.'*

⁴⁷ Ibid.

58. The first phase of the project has established some of the basic components of a well-developed parliamentary education program.⁴⁸ However, there is a need to expand parliamentary education activities in the proposed second phase of the project, including those focused on reducing barriers faced by women in entering leadership positions. This will be aided by the establishment of an education unit within the parliament to develop and coordinate the parliamentary education activities, including the appointment of a parliamentary education and community engagement coordinator. The education unit will be responsible for implementing a range of activities such as:

- facilitation of visits to the parliament by schools and civil society groups, and implementation of an annual parliamentary open day for the public;⁴⁹
- implementation of a programme of constituency visits by the Speaker and individual MPs to discuss the work of parliament and its members, as well as the concerns and needs of constituents;
- contribution to the implementation of a biennial youth parliament, in partnership with the Ministry for Women, Youth and Children's Affairs (MWYCA), UNICEF, and UNDP;⁵⁰
- liaison with the Ministry of Education to develop curricula and strengthen the delivery of educational activities on the Parliament and its functions in schools, including on the importance of women's representation in government;
- expansion and improvement of the educational materials available on the parliamentary web-site;

⁴⁸ Under the first phase of the project, parliamentary education activities were delivered under the banner of two outcomes, 'representative role of the Solomon Islands Parliamentarians strengthened' and 'increased representation of women and gender perspective in governance.' Since the commencement of the project activities in these areas have included:

- design and development of the parliamentary web-site;
- facilitation of visits by schools in Honiara, as well as church and civil society groups from Honiara and a number of provinces, a theme of which is the delivery of gender messages;
- delivery of an induction program for MPs following the April 2006 election, a major theme of which was the issue of gender in governance;
- working closely with the RAMSI Machinery of Government Program including the diagnostic study carried out into obstacles facing women in accessing leadership roles in the Solomon Islands, including in the National Parliament;
- Establishment of strong links with Ministry of Women, Youths and Children Affairs to address gender and youth issues;
- Completion by staff of various training courses on gender issues;
- Assistance with the development of a report on gender neutral legislation, which was tabled by the Bills Committee on the Governors-General (Pensions and Benefits) Bill 2007; and
- Assistance with the development of a background paper on options for improving women's access and election to Parliament.

⁴⁹ Consistent with the recommendations of the evaluation of phase one of the project, which recognized the importance of signature events in mobilizing broad based support for parliamentary strengthening projects.

⁵⁰ Through its 'Strengthening Capacity for Peace Building in Post-Conflict Solomon Islands' project, which will commence in 2008.

- delivery of training programmes for women candidates prior to the next election on the inner workings of parliament (also involving male members);
- supporting efforts from the MWYCA to progress the affirmative action debate, as well as gender equity and equality issues; and
- developing other innovative approaches to gender and the Parliament.

59. The approach taken by the project will be closely coordinated with other civic education activities undertaken by Solomon Islands Government and development partners, and regional parliaments and bodies. MWYCA, NZAID, UNIFEM, UNICEF and the Machinery of Government program of RAMSI are potential partners for the development and delivery of the proposed parliamentary education program, including its gender components. A more detailed explanation of the areas of potential partnership is set out in Table 2.

PART IV. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: 2.1 Solomon Islands demonstrates and upholds the Forum Principles of Good Leadership and Accountability; and SOI is aware and protects human rights and makes available mechanisms to claim them.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: # of functional parliamentary committees; # of electronic research libraries; proportion of laws examined and submitted by parliamentary committees. Baseline: Legislative review to identify capacity gaps. Target: Solomon Islands men and women effectively contributing to accountability and oversight through improved parliamentary functions. Indicator: # of women with seats in national parliaments and oversight committees; # of political parties putting forward female candidates for elections. Baseline: Representation of women in parliament across the Pacific less than 5%. Target: Women effectively contributing to accountability and oversight roles and functions in national parliaments. Indicator: % of population with knowledge of democratic and human rights; # well functioning, broad-based and sustained civic education practices established; # of CSOs engaged in civic education in national programmes. Baseline: Limited national capacities for civic education; Civic education programmes implemented or started in Solomon Islands; Various CSOs engaged in ad hoc civic education activities. Target: Solomon Islands communities and people understanding and exercising their democratic and human rights.

Applicable MYFF Service Line: Goal 2 Fostering Democratic Governance: 2.2 Parliamentary Development; 2.4 Justice & Human Rights; Gender Mainstreaming. With cross cutting outcomes: Goal 1 Achieving the MDGs & reducing human poverty: 1.7 Civil Society Empowerment. 1.6 Gender Mainstreaming

Partnership Strategy: The project will be Directly Executed by UNDP. Partnerships will continue to be developed with a wide range of organizations. Key Government partners include the Office of Prime Minister and Cabinet, the Ministry for Public Services, the National Audit Office, the Attorney General's Office, and the Ministry for Women, Youth and Children, and the Ministry of Education. Key non-government partners include the RAMSI Machinery of Government Programme, UNICEF, the Centre for Democratic Institutions (CDI), the Commonwealth Parliamentary Association (CPA), the Pacific Islands Forum Secretariat (PIFS), the UNDP Pacific Centre, and civil society groups, including women's organizations.

Project outcome: The National Parliament fulfils its constitutional role as a legislative, representative, and oversight body

Project title and ID (ATLAS Award ID): Solomon Islands Parliamentary Strengthening project, phase two. Project ID: 00053845

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
Effective Project Management, Monitoring and Evaluation	Recruit project staff	NPO	UNDP	Two graduates/Cadets (per year)	UNDP	Service Contracts - Individuals	\$24,000	\$16,000	\$16,000	\$8,000	\$64,000
				ICT Manager (per year)	UNDP	Service Contracts - Individuals	\$17,000			\$17,000	
			RAMSI	International Project Manager (per year)	UNDP	Salaries - ALD	\$180,000	\$180,000	\$180,000	\$180,000	\$720,000
				Admin/Logistics Officer	UNDP	Service Contracts –	\$6,000				\$6,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
						Individuals					
	Establish the project***	None	UNDP	Communications	NPO/ UNDP	Common Services - Communications	\$4,000	\$3,000	\$2,000	\$2,000	\$11,000
Stationary				NPO/ UNDP	Stationary and other office supplies	\$4,500	\$3,500	\$2,000	\$2,000	\$12,000	
		UNDSS		United Nations Minimum Operational Security Standards Compliance	NPO/ UNDP	Contribution to CO Common Security	\$8,000				\$8,000
			RAMSI	Additional logistics and consumables	NPO/ UNDP	Stationary and other office supplies	\$6,500	\$4,500	\$3,000	\$3,000	\$17,000
	Project achievements publicized	NPO	UNDP	Communications and Advocacy (2 percent of project budget)	NPO/ UNDP	Svc Co - Communications Service					\$8,000
			RAMSI	Communications and Advocacy (2 percent of project budget)	NPO/ UNDP	Svc Co - Communications Service					\$26,094
	Regular Monitoring & Evaluation completed as per requirements in project document	All	UNDP	Mid-term review	NPO/ UNDP	Intl Consul - Sht-Term-Tech		\$30,000			\$30,000
			RAMSI	End project evaluation	NPO/ UNDP	Intl Consul - Sht-Term-Tech				\$40,000	\$40,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
		TPR Representatives	RAMSI	Annual Tripartite reviews	NPO/ UNDP	Hospitality - Special Events	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
		NPO	N/A	Annual TPR Reports	NPO/ UNDP	N/A					
		NPO	N/A	Tri-Annual Reports	NPO/ UNDP	N/A					
	Project management support provided	None	UNDP	Implementation services fees (3 percent of UNDP contributions)	UNDP	Fees - Implementation Support Services (ISS)					\$12,000
			RAMSI	Management fees (10.5 percent of donor contributions)	UNDP	Fees - General Mgmt Support (GMS)					\$97,854
					UNDP	Fees - Implementation Support Services (ISS)					\$39,142
Sub-Total							\$251,000	\$238,000	\$204,000	\$236,000	\$1,112,090
Strengthened Procedural Support Services Target: The parliament meets at regular pre-determined intervals to address	Establish systems to ensure the chamber is able to meet and address business as scheduled	Cabinet Office, Att.G	N/A	Work closely with the Cabinet Office and/or Attorney General's Department to facilitate the timely submission of legislation to Parliament.	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
legislative priorities under a planned legislative agenda. Baseline: Parliament meets irregularly, and the agenda for parliament meetings is not coherently planned on a forward looking basis. Target: Improved quality of parliamentary debates, including effective use of question time, increased focus on private members business, including motions and Bills; improved debate over issues of national importance such as economic management, health, education, and gender, and improved understanding of parliamentary procedures.		None	N/A	Establish effective systems for the processing of tabled documents and maintenance of safe custody of the records of the chamber, and provision of a document distribution and inquiries service	NPO/ UNDP	N/A					
				Establish systems for ensuring the timely drafting and processing of bills	NPO/ UNDP	N/A					
				Establish systems for timely provision of documents of the house (including bills) and programming and procedural advice.	NPO/ UNDP	N/A					
Baseline: Question time remains under-utilized by MPs, coverage of issues of National significance in the Chamber is patchy, there is limited systematic focus on private members business, including motions and Bills, and	Ensure that the Speaker is supported to make appropriate rulings on procedural issues	Reg. Parls	UNDP	Attachment of a staff member from a regional parliament to develop essential systems to provide rapid access to Speaker's rulings and other important precedent including committee precedent*	NPO/ UNDP	Travel and DSA	\$8,000				\$8,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)			
<p>procedural knowledge in the parliament is still developing. Number of sittings of the House Hours of sitting</p> <p>Indicators</p> <p>Legislation processed:</p> <ul style="list-style-type: none"> - number of bills - number of amendments <p>Advice or material given on request of a MP in time to be used for the purpose for which it was required</p> <p>Quality of parliamentary debates, including effectiveness of the usage of parliamentary question time and increased debate on private members business, including private members motions and Bills</p> <p>Key business documents produced in accordance with predetermined requirements</p> <p>Number of debates on gender issues in the Chamber</p>			RAMSI	Developing essential systems to provide rapid access to Speaker's rulings and other important precedent including committee precedent	NPO/ UNDP	Travel and DSA		\$10,000			\$10,000			
				Retain the services of a constitutional expert to provide ongoing legal and constitutional advice on the powers and functions of the national parliament to the Speaker and the Clerk**	NPO/ UNDP	Intl Consul - Sht-Term-Tech	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000			
						N/A	Creation of a small procedure office	NPO/ UNDP	N/A					
							Providing access to secretarial and administrative support to the Deputy Speaker, Chairs of Committees and members	NPO/ UNDP	N/A					
			Facilitate ongoing reform and strengthening of parliamentary procedures		House Committee and MPs	N/A	Ongoing Standing Orders review and finalization	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)	
				Work with the House Committee to establish procedures to require the Government to establish a parliamentary calendar and a 6-month legislative programme	NPO/ UNDP	N/A						
	Support ethical conduct by members	MPs	RAMSI	Engagement of a constitutional expert to more clearly define the privileges of the House, for consideration of the Executive, and parliament and assist in developing drafting of a Bill for this purpose.**	NPO/ UNDP	Intl Consul - Sht-Term-Tech	\$6,000	\$6,000	\$6,000		\$18,000	
				N/A	Conduct training for members on the Code of Ethical Conduct	NPO/ UNDP	N/A					
				N/A	Facilitate approval of the draft Code of Ethical Conduct by the House	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
				If agreed by the house, facilitate drafting of a Bill to more clearly define the privileges of the House, for consideration of the Executive, and parliament.	NPO/ UNDP	N/A					
				Preparation of an issues paper relating to defining the privileges of the House in a Parliamentary Privileges Act for consideration of the House Committee, and if agreed, tabling and debate in the house	NPO/ UNDP	N/A					
	Creation of a small procedure office to ensure the chamber is able to meet and address business as scheduled	Reg. parl.	UNDP	Attachment of a staff member from a regional parliament to establish systems for timely provision of documents of the house (including bills) and programming and procedural advice.*	NPO/ UNDP	Travel and DSA		\$8,000			\$8,000
Sub- Total							\$20,000	\$30,000	\$12,000	\$6,000	\$68,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
Strengthened Committee Services Target: Improved quality of work in all parliamentary committees, including a stronger focus on review and analysis of Government policy and performance, and development of bipartisan support for Government policies. Baseline: Committees vary in their level of activity and output, with some committees not fully engaging with policy and implementation issues that fall under their mandates. Target: Committees become an integral part of the legislative process by: scrutinizing the Executive Government effectively; considering legislation and seeking public comment on all Bills prior to debate in the Chamber; being actively involved in public policy development and review.	Improve provision of substantive, administrative and procedural support to committees through the parliamentary secretariat	Reg. parl CDI/ CPA/ PIFS/ Training Bodies/ Reg.Par liaments	RAMSI N/A	Attachment of a staff member from a regional parliament to develop operations and committee manuals, a booklet on committee effectiveness, and a manual for committee chairs.*	NPO/ UNDP	Travel and DSA		\$10,000			\$10,000
				Establish effective systems for the processing of tabled documents and maintenance of safe custody of committee records, and provision of a document distribution and inquiries service	NPO/ UNDP	N/A					
				Establish systems to ensure key business documents for parliamentary committees, including minutes, agendas, messages and schedules of amendments and reports, are produced in accordance with predetermined requirements	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
<p>Baseline: Committee activity has increased as a result of support provided under phase one, but the influence of committee is still at a relatively early stage of development.</p> <p>Indicators:</p> <p>Number of committees</p> <p>Number of committee meetings</p> <p>Hours of committee meetings</p> <p>Number of committee reports tabled</p> <p>Number of inquiries completed</p> <p>Number of Audit Reports considered by the Public Accounts Committee</p> <p>Number of Public Accounts Committee enquiries in which departments are recalled to account for their follow up to Audit reports</p> <p>Number of pieces of legislation considered and reported upon by the Bills and Legislation Committee and debated before passage</p> <p>Advice or material given on request of a MP in time to be used for the purpose for which it was required</p> <p>Level of debate in the</p>	<p>Facilitate ongoing reform and strengthening of committee procedures</p>	MPs	N/A	Facilitate parliamentary consideration and adoption of the proposed new Committee standing orders	NPO/ UNDP	N/A					
	Develop the role of committees to provide a forum for public debate and engagement.	Provincial Governments/ other stakeholders as appropriate	UNDP	Assist committees to conduct hearings in the provinces, for example on issues such as forestry, provincial governance, gender equity, shipping, mining and fisheries (4 visits per year @ US\$ 5000 per visit).	NPO/ UNDP	Travel and DSA	\$12,000	\$20,000	\$20,000	\$20,000	\$78,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
Chamber on committee reports and recommendations Level of public engagement by committees Key business documents produced in accordance with predetermined requirements Committees address their business according to their agreed inquiry plans Number of reports and committee debates that consider gender issues.											
Sub-Total							\$12,000	\$30,000	\$20,000	\$20,000	\$82,000
Strengthened Information services Target: Improved usage of parliamentary information services apparent in parliamentary debates. Baseline: Parliamentary information services are not being fully utilized by parliamentarians, and information sourced from the information services unit is infrequently referred to in parliamentary debates.	Review and strengthen systems to ensure the timely production and publication of Hansard	None	N/A	Establish service standards for the production of Hansard	NPO/ UNDP	N/A					
				Implement systems to ensure the timely publication of Hansard in accordance with service standards	NPO/ UNDP	N/A					
	Ensure public awareness of parliamentary debates and	OneNews	N/A	Televising of parliamentary proceedings through	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
Indicators: Percentage of Hansard transcripts uploaded to the parliament web site within service standards Number of items added to Library collection and databases Use of the library collection and databases Hours of material captured on audio visual record and broadcast on radio and television Number of registered users on the parliamentary computing network Number of hits on the parliamentary web-site Level of usage by MPs of research and information services in parliamentary debates	proceedings			'OneNews'							
		PfNET	N/A	Expansion and improvement of the parliamentary web-site	NPO/ UNDP	N/A					
	Develop the research capacity of the parliament	None	N/A	Engage experts to prepare research papers on current public policy matters	NPO/ UNDP	N/A					
				Strengthening legal drafting services to provide Members with access to impartial advice and assistance in the drafting of Private Members' bills	NPO/ UNDP	N/A					
		CDI/ CPA/ Reg. Parls	N/A	Assistance with ongoing collection development and maintenance	NPO/ UNDP	N/A					
	Develop and implement a new four year ICT plan for the consolidation and improvement of ICT services, and uptake of ongoing ICT costs in the SIG budget	ICT Support Unit, Ministry of Finance	RAMSI	Install PBX telephone system	NPO/ UNDP	Information technology supplies		\$15,633			\$15,633
				Upgrade parliamentary IT system, including hardware replacement	NPO/ UNDP	Information technology supplies	\$82,000				\$82,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)	
				costs								
Sub-Total							\$82,000	\$15,633			\$97,633	
<p>Strengthened Corporate Services</p> <p>Target:</p> <p>The National Parliament Office has an effective system for monitoring and managing its performance, within an agreed performance management framework, as evidenced by the regular collection and review of performance data against an agreed set of performance indicators and appropriate action taken to address performance issues and trends.</p> <p>Baseline: The Parliament Office has developed a medium term corporate strategy, but does not have well developed systems in place for monitoring and reporting on its performance.</p> <p>Target:</p> <p>The National Parliament Office has sufficient human resources to effectively manage the work of</p>	<p>Provide ongoing training and professional development for Members to ensure they are well trained on procedural and substantive issues</p>	<p>CDI/ CPA/ PIFS/ Training Bodies</p>	<p>RAMSI</p>	<p>Conduct targeted training for members in accordance with the training needs assessment</p>	<p>NPO/ UNDP</p>	<p>SVC Co - Training and Educ Services</p>	\$7,000	\$7,000	\$7,000	\$7,000	\$28,000	
				<p>Post election induction program</p>		<p>NPO/ UNDP</p>	<p>Hospitality - Special Events</p>			\$19,000	\$19,000	
				<p>Conduct an assessment of MP's training needs</p>		<p>NPO/ UNDP</p>	<p>N/A</p>					
	<p>Strengthen relationships with external stakeholders to assist the parliament to fulfill its mandate</p>		<p>SIG Ministries</p>	<p>N/A</p>	<p>Investigate options for seconding staff with leadership potential from external Government Ministries</p>	<p>NPO/ UNDP</p>	<p>N/A</p>					
					<p>Assist external stakeholders, such as the Auditor General's Office, and the Leadership Code Commission to fulfill their duties</p>		<p>NPO/ UNDP</p>	<p>N/A</p>				
		<p>AGs, LCC</p>	<p>N/A</p>									

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)	
<p>parliament and deliver high quality parliamentary services, including established offices in parliamentary procedure, committees, research and information services, Hansard, Administration/ICT/Finance, and Community Outreach, and there is an appropriate gender balance in the parliamentary workforce.</p> <p>Baseline: Currently there are a relative small number of trained staff members who cover the key functional areas of parliamentary business, some of whom are currently sponsored by the project (including in the critical areas of law, and information technology management). Further development of the organizational structure and human resources of the parliament will be critical to ensuring staff retention, and a sustainable and adequate coverage of key service areas.</p> <p>Indicators:</p> <p>Entrenchment of parliamentary autonomy Attendance by MPs and staff at training courses</p>		All partners	N/A	Strengthen ongoing relationships with parliamentary and issues-based organizations such as CPA, Australian and New Zealand parliaments, CDI, USP, OHCHR, UNIFEM, PIFS, the Commonwealth Secretariat etc.	NPO/ UNDP	N/A						
		Reg. training bodies and parl. Inst's	N/A	Be alert to opportunities to access training, resources etc. from international organizations	NPO/ UNDP	N/A						
	Support the development of appropriate human resources management policies and procedures, including leave and time management, management of performance, including poor performance, and recruitment and retention		Reg. Parls	UNDP	Attachment of a staff member from a regional parliament to review and refine existing human resources management policies and procedures, and develop new policies, procedures and manuals, as required*	NPO/ UNDP	Travel and DSA	\$8,000				\$8,000
	Strengthen corporate planning and	None		N/A	Completion of annual reports	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
and events Extent to which parliamentary infrastructure projects meet objectives	budgeting processes										
				Development of annual workplans and budgets	NPO/ UNDP	N/A					
Total expenditure for each parliamentary infrastructure project is within the original approved budget, subject to changes of scope Members receive entitlements and relevant administrative support services Financial management systems provide effective reports and enable delivery of services within agreed implementation deadlines Number and level of women in the parliamentary establishment	Develop a professional development program for staff	None	UNDP	Support parliamentary staff to pursue other professional development opportunities, as appropriate.	NPO/ UNDP	SVC Co - Training and Educ Services	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
				Support short term attachments to external parliamentary institutions.	NPO/ UNDP	Travel and DSA	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
				Support law graduates to complete USP course on legislative drafting.	NPO/ UNDP	SVC Co - Training and Educ Services	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
Number of vacant positions within the approved corporate structure Agreed performance management framework is in place and is operating effectively	Facilitate improved physical resources available to MPs			Consultancy (National) to review options for achieving more frequent and effective representation of, and engagement by MPs with their constituents	NPO/ UNDP	Intl Consul - Sht-Term-Tech		\$4,000			\$4,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
Number of reported security incidents	Support entrenchment of parliamentary autonomy	Cabinet	RAMSI	Engagement of a constitutional expert to facilitate implementation of legislative changes, including (if required) developing drafting instructions for Office of Parliament Bill, and facilitation of drafting of the Bill.	NPO/ UNDP	Intl Consul - Sht-Term-Tech		\$8,000			\$8,000
	Support the implementation of accountable, efficient financial management systems and processes	None	N/A	Liaise and make arrangements with the Director of Audit to ensure that an annual audit of parliament's accounts is completed and tabled as part of the annual report of the National Parliament	NPO/ UNDP	N/A					
		Reg. parts	UNDP	Attachment of a staff member from a regional parliament to review existing financial management systems/process, identify areas for improvement and develop required policies, procedures and manuals.*	NPO/ UNDP	Travel and DSA	\$10,000	\$7,000	\$5,000	\$5,000	\$25,000
		MOF/ MOPS	N/A	Work with Ministry of Finance and the Public Service Ministry to implement changes identified	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
Sub-Total							\$51,000	\$52,000	\$57,000	\$38,000	\$198,000
Strengthened Parliamentary Education and Community Engagement Services Target: Improved level and quality of community engagement by parliamentarians, including through parliamentary committees. Baseline: Currently parliamentary committees are not fully engaging with the public, including NGOs, private sector organizations and subject matter experts. The work of parliamentary committees is purely Honiara based, with Committees yet to undertake field work or hearings at a Provincial level, in the conduct of their inquiries. Target: The National Parliament has a coherent and appropriately resourced approach to educating the	Improve public awareness of the role and activities of the parliament, through implementation targeted civic education activities	RAMSI / NZAID	UNDP	Program of constituency visits by the Speaker and individual MPs to discuss the work of the parliament and its members, and hear from constituents about their priorities (two one week visits per year at \$US 2500 per visit)	NPO/ UNDP	Travel and DSA	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
			RAMSI	Recruit parliamentary education and community engagement coordinator, who will also act as gender focal point for the NPO	NPO/ UNDP	Service Contracts - Individuals	\$8,000	\$8,000	\$8,000		\$24,000
		RAMSI / NZAID/ UNICEF /UNIFE M/MWY CA	UNDP	Consultancy (National) to develop program for children on the functions of parliament, for implementation by the civic education unit	NPO/ UNDP	Local Consult - Sht Term Tech	\$15,000				\$15,000
		RAMSI / NZAID/ MOE/ Schools	RAMSI	Annual open day	NPO/ UNDP	Hospitality - Special Events	\$7,000	\$7,000	\$7,000	\$7,000	\$28,000

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
<p>public about the work of parliament.</p> <p>Baseline: Currently, the parliament office is active in this area, but activities are conducted on an ad hoc basis, and are not part of a coordinated forward programme of action.</p> <p>Indicators:</p> <p>Number of schools visits to the National Parliament</p> <p>Improvements in quality of representation by local members</p> <p>Number of visitors during parliamentary open day</p> <p>Level of engagement between MPs and their constituents</p> <p>Number of witnesses who gave evidence to parliamentary committees</p> <p>Number of women candidates running in the 2010 election</p>		RAMSI / NZAID/ MOE	N/A	Liaison with the Ministry of Education to develop curricula and strengthen the delivery of civic education in schools;	NPO/ UNDP	N/A					
		MWYC A/UNICEF	RAMSI	Implement a youth parliament, in partnership with the Ministry for Women, Youth and Children, and UNICEF on a biennial basis	NPO/ UNDP	Hospitality - Special Events	\$15,000		\$15,000		\$30,000
	Reduce barriers faced by women in entering leadership positions, including representative government	RAMSI /MWYC A/Women's Groups	N/A	Ensure inclusion of specific gender components in civic education activities	NPO/ UNDP	N/A					
		UNIFEM		Investigate legislative options for increasing the representation of women in parliament through changes to the electoral system, in collaboration with the Electoral Office, and UNIFEM	NPO/ UNDP	N/A					

Intended outputs	Output targets	Partner (s)***	Source of funds	Planned Activities	Resp. party	Budget description	Total Year 1 (\$US)	Total Year 2 (\$US)	Total Year 3 (\$US)	Total Year 4 (\$US)	Grand Total (\$US)
		MWYC A / Women's groups		Support Ministry for Women, Youth and Children's Affairs and relevant stakeholders to promote and facilitate improved representation of women in leadership roles, including the National Parliament	NPO/ UNDP	N/A					
		RAMSI / NZAID/ UNIFE M/MWY CA	RAMSI	Develop and deliver a component of an overall training program for women leaders on the inner workings of the parliament and the constitution, including the involvement of male MPs.	NPO/ UNDP	SVC Co - Training and Educ Services	\$15,000	\$15,000			\$30,000
Sub- Total							\$65,000	\$35,000	\$35,000	\$12,000	\$147,000
Grand Total							\$481,000	\$400,633	\$328,000	\$312,000	\$1,704,723

Budget Notes

* A continuation of the current arrangement with a constitutional expert who provides legal advice to the Speaker and the Clerk on an ongoing basis, including by reviewing the legal advice provided by the parliamentary secretariat to members.

** A continuation of an ongoing arrangement with the New South Wales parliament, whereby services are provided by parliamentary staff members free of charge, with the project covering travel costs and allowances associated with the attachment. The National Parliament Office is currently in the process of formalizing this arrangement through development of a memorandum of understanding with the New South Wales parliament. An alternative solution may be to support the attachment of a NPO staff member to a regional parliament for the purpose specified in each of the relevant budget lines.

*** Abbreviations as follows: NPO (National Parliament Office); MOF (Ministry of Finance); MOPS (Ministry of Public Service); Att.G (Attorney General's Office); AG (Auditor General's Office); LCC (Leadership Code Commission); MOE (Ministry of Education); MWYCA (Ministry of women, Youth and Children's Affairs); UNICEF (United Nations Children's Fund); RAMSI (Regional assistance Mission to the Solomon Islands); PIFS (Pacific Islands Forum Secretariat); NZAID (New Zealand Aid); UNIFEM (United Nations Fund for Women); CDI (Centre for Democratic Institutions); and, CPA (Commonwealth Parliamentary Association).

PART V: ANNUAL WORKPLAN FOR YEAR 1. 2008–2009

Intended outputs	Planned Activities	Q1/ 08	Q2/ 08	Q3/ 08	Q1 /09	Responsible party	Source of funds	Budget description	Total
Effective Project Management, Monitoring and Evaluation	International Project Manager (per year)	X	X	X	X	NPO/UNDP	RAMSI	Salaries - ALD	\$180,000
	ICT Manager (per year)	X	X	X	X	NPO/UNDP	UNDP	Service Contracts - Individuals	\$17,000
	Admin & Logistics Officer	X	X	X	X	NPO/UNDP	RAMSI	Service Contracts - Individuals	\$6,000
	Annual Tripartite reviews	-	-	-	X	NPO/UNDP	RAMSI	Hospitality - Special Events	\$1,000
	Communications	X	X	X	X	NPO/UNDP	UNDP	Common Services - Communications	\$4,000
	United Nations Minimum Operational Security Standards Compliance	X	X	X	X	NPO/UNDP	UNDP	Contribution to CO Common Security	\$8,000
	Stationary	X	X	X	X	NPO/UNDP	UNDP	Stationary and other office supplies	\$4,500
	Additional logistics and consumables	X	X	X	X	NPO/UNDP	RAMSI	Stationary and other office supplies	\$6,500
Strengthened Procedural Support Services	Graduates/Cadets (per year)	X	X	X	X	NPO/UNDP	UNDP	Service Contracts - Individuals	\$24,000
	Attachment of a staff member from a regional parliament to develop essential systems to provide rapid access to Speaker's rulings and other important precedent including committee precedent*	-	-	X	-	NPO/UNDP	UNDP	Travel and DSA	\$8,000
	Engagement of a constitutional expert to more clearly define the privileges of the House, for consideration of the Executive, and parliament and assist in developing drafting of a Bill for this purpose.**	X	X	X	X	NPO/UNDP	RAMSI	Intl Consul - Sht-Term-Tech	\$6,000

Intended outputs	Planned Activities	Q1/08	Q2/08	Q3/08	Q1/09	Responsible party	Source of funds	Budget description	Total
	Retain the services of a constitutional expert to provide ongoing legal and constitutional advice on the powers and functions of the national parliament to the Speaker and the Clerk**	X	X	X	X	NPO/UNDP	RAMSI	Intl Consul - Sht-Term-Tech	\$6,000
Strengthened Committee Services	Assist committees to conduct hearings in the provinces, for example on issues such as forestry, provincial governance, gender equity, shipping, mining and fisheries (4 visits per year @ US\$ 5000 per visit).	-	-	X	X	NPO/UNDP	UNDP	Travel and DSA	\$12,000
Strengthened Information services	Upgrade parliamentary IT system, including hardware replacement costs	X	X	X	X	NPO/UNDP	RAMSI	Information technology supplies	\$82,000
Strengthened Corporate Services	Attachment of a staff member from a regional parliament to review and refine existing human resources management policies and procedures, and develop new policies, procedures and manuals, as required*	-	-	X	-	NPO/UNDP	UNDP	Travel and DSA	\$8,000
	Conduct targeted training for members in accordance with the training needs assessment	-	X	X	X	NPO/UNDP	RAMSI	SVC Co - Training and Educ Services	\$7,000
	Support law graduates to complete USP course on legislative drafting.	-	-	X	-	NPO/UNDP	RAMSI	SVC Co - Training and Educ Services	\$6,000
	Support short term attachments to external parliamentary institutions.	-	X	-	-	NPO/UNDP	UNDP	Travel and DSA	\$10,000
	Support parliamentary staff to pursue other professional development opportunities, as appropriate.	X	X	X	X	NPO/UNDP	UNDP	SVC Co - Training and Educ Services	\$10,000
Strengthened Parliamentary Education and Community Engagement Services	Attachment of a staff member from a regional parliament to review existing financial management systems/process, identify areas for improvement and develop required policies, procedures and manuals.*	X	X	X	X	NPO/UNDP	UNDP	Travel and DSA	\$10,000
	Consultancy (National) to develop program for children on the functions of parliament, for implementation by the civic education unit	-	X	X	-	NPO/UNDP	UNDP	Local Consult - Sht Term Tech	\$15,000

Intended outputs	Planned Activities	Q1/ 08	Q2/ 08	Q3/ 08	Q1 /09	Responsible party	Source of funds	Budget description	Total
	Recruit parliamentary education and community engagement coordinator, who will also act as gender focal point for the NPO	-	X	X	X	NPO/UNDP	RAMSI	Service Contracts - Individuals	\$8,000
	Program of constituency visits by the Speaker and individual MPs to discuss the work of the parliament and its members, and hear from constituents about their priorities (two one week visits per year at \$US 2500 per visit)	-	X	-	-	NPO/UNDP	UNDP	Travel and DSA	\$5,000
	Develop and deliver a component of an overall training program for women leaders on the inner workings of the parliament and the constitution.	-	-	X	-	NPO/UNDP	RAMSI	SVC Co - Training and Educ Services	\$15,000
	Annual open day	-	-	-	X	NPO/UNDP	RAMSI	Hospitality - Special Events	\$7,000
	Implement a youth parliament, in partnership with the Ministry for Women, Youth and Children, and UNICEF on a biennial basis	-	-	X	-	NPO/UNDP	RAMSI	Hospitality - Special Events	\$15,000
Grand Total									\$481,000

PART VI. MANAGEMENT ARRANGEMENTS

60. The project will be Directly Executed by the UNDP and implemented through the Parliamentary Secretariat. The UNDP Solomon Islands office will provide support services in the execution of this programme, including, inter alia, representation of the project to Government partners through its Deputy Resident Representative, recruitment and contracting of international and national staff and consultants, procurement of services, support for budget and financial management, and monitoring of the project in order to ensure effective and efficient use of resources.⁵¹ The UNDP Fiji Multi Country office will also have a role in the project, being responsible for issuing and administering staff contracts and representing the project at a high-level through its Resident Representative. The project will also be able to draw from the technical expertise available through the UNDP Pacific Centre on an as needed basis.

61. Overall responsibility for the project will be assumed by the National Project Director (NPD), who will be the Speaker of the Parliament, with the assistance of the Project Manager and the Clerk of the National Parliament. Responsibility for policy guidance, planning and oversight of the project will be assigned to a Project Oversight Committee whose permanent members will be:

- The Speaker of the SI Parliament — Chair;
- UNDP Honiara Deputy Resident Representative — Member;
- Secretary to the Prime Minister — Member;
- Secretary to Cabinet — Member;
- The Deputy Speaker — Member;
- Permanent Secretary for the Ministry of Home Affairs — Member,
- Auditor General — Member;
- Representative of the Opposition — Member (elected by opposition);
- RAMSI Representative — Member.

62. The Clerk to the Parliament and the Project Manager will provide secretariat services for the committee. The committee will meet at least once every six months, with the NPD able to call for special meetings should the need for these arise. The secretariat to the committee will prepare the agenda and papers for meetings in consultation with the NPD and circulate these at least one week in advance of each meeting. He/she will also circulate the minutes of each meeting within two weeks of its completion. The Terms of Reference for the Project Oversight Committee is contained at Annex 3.

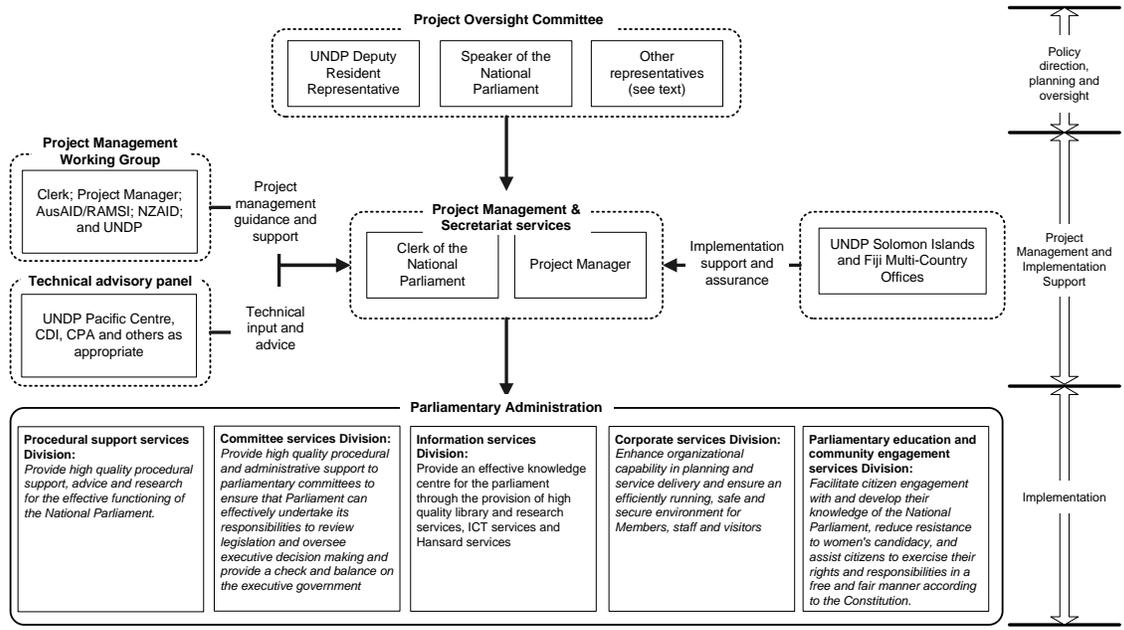
63. A working group comprised of the Clerk of Parliament, and Project Manager, a RAMSI representative, and a representative from the UNDP Solomon Islands Office will meet on an as-needed basis to consider routine implementation matters,

⁵¹ Financial management will be undertaken through UNDP's internal control framework and in line with its financial rules and procedures. The objectives of the internal control framework are to ensure efficacy and efficiency in the receipt, custody and use of all financial resources administered by UNDP. Project financial transactions will be undertaken through UNDP's enterprise resource planning system, ATLAS. Financial reporting will be undertaken as per UNDP standards, and as part of overall project reporting.

although any member may convene committee meetings at their discretion. An informal Technical Advisory Body will provide technical inputs and advice to the project as and when needed, and in accordance with the mandate and capacity of each of its members.

64. The management and oversight arrangements for the project are illustrated in Figure 2.

Figure 2. Project Management and Oversight Arrangements



PART VII. MONITORING AND EVALUATION

65. The Project Oversight Committee will meet at least every six months, to provide policy guidance, review progress, and plan project activities (see TOR in Annex 3).

66. The project is subject to a Tripartite Review (TPR) every calendar year, which is a formal meeting to review the project's progress and performance. The primary parties of the TPR are the Parliament, represented by the Speaker and the Clerk, the Government of the Solomon Islands and UNDP. The parties may by consensus invite other participants to the TPR.

67. For the annual TPR, the National Project Director (NPD), with assistance from the Project Manager and the UNDP Honiara office, prepares and circulates to the participating parties, at least three weeks in advance, a brief descriptive Project Progress Report, the updated workplan for the next year, as well as the year-end financial report. He/she prepares and circulates, within two weeks following the TPR, a summary of the analytical assessments, conclusions and decisions of the meeting as well as the finalized workplan, which will serve as the project workplan and budget for the following year.

68. Progress will be assessed against the project's outcomes, outputs and proposed activities through provision of a tri-annual performance report by the Project Manager, which will be circulated to all Project Oversight Committee members for their information and feedback. The third such report will take the form of an annual project review report, which will be produced by the project manager within one month of the end of each year of implementation.

69. In accordance with UNDP's corporate requirements, UNDP will report to the United Nations Executive Board on the basis of the outcomes and indicators set out in the signature page of this document. More detailed reporting of progress will be conducted through the tri-annual performance report, which will contain data against the performance indicators contained in Table 3, as well as other qualitative information. UNDP will assist the RAMSI Machinery of Government programme to fulfill its monitoring and evaluation requirements, as appropriate.⁵²

⁵² The performance information framework is consistent with the framework used by the National Parliament Office (under its medium term corporate plan), and RAMSI, (under its medium term strategy) to monitor their performance. In terms of the latter, the project supports achievement of a number of shared objectives, including 'to contribute to a better functioning Government,' and long term objectives, namely 'Government services responsive to and reaching all the people effectively,' 'Efficient and predictable public administration,' 'Increased accountability of government and strengthened accountability institutions,' and 'Executive and legislative arms of government functioning effectively.' Relevant indicators in RAMSI's performance framework for the medium term strategy are reflected in the project's performance information framework. Given the recent Coalition for National Unity and Rural Advancement Government's decision to develop a Solomon Islands Government/RAMSI Partnership Framework, which will articulating mutual objectives and performance measures, the project will remain flexible, in order to incorporate relevant indicators into its performance framework.

Table 3. Project Performance Information Framework⁵³

OUTCOME			
The National Parliament fulfils its constitutional role as a legislative, representative, and oversight body in accordance with the Solomon Islands Constitution			
Outcome targets			
Law making	Oversight	Representation	
<p>Coherent national policies are developed, supported by legislation, which provide a foundation for effective governance, in accordance with principles and objectives set out in the Solomon Islands Constitution</p>	<p>Improved Executive Government performance in the implementation of National policies and legislation, in accordance with the principles and objectives set out in the Solomon Islands Constitution</p>	<p>The National Parliament appropriately represents the diverse needs and interests of Solomon Islanders, in fulfilling its role under the Constitution</p>	
Outputs and Output targets	Performance Indicators	How measured	Method of measurement
<p>Strengthened procedural support services</p> <p><u>Target:</u></p> <p>The parliament meets at regular pre-determined intervals to address legislative priorities under a planned legislative agenda.</p> <p>Baseline: Parliament meets irregularly, and the agenda for parliament meetings is not coherently planned on a forward looking basis.</p> <p><u>Target:</u></p> <p>Improved quality of parliamentary debates, including effective use of question time, increased focus on private members business, including motions and Bills; improved debate over issues of national importance such as economic management, health, education, and gender, and improved understanding of parliamentary procedures.</p> <p>Baseline: Question time remains under-utilized by MPs, coverage of issues of National significance in the Chamber is patchy, there is limited systematic focus on private members business, including motions and Bills, and procedural knowledge in the parliament is still developing.</p>	<p>Number of sittings of the House</p> <p>Hours of sitting</p> <p>Legislation processed:</p> <ul style="list-style-type: none"> - number of bills - number of amendments <p>Advice or material given on request of a MP in time to be used for the purpose for which it was required</p> <p>Quality of parliamentary debates, including effectiveness of the usage of parliamentary question time and increased debate on private members business, including private members motions and Bills</p> <p>Key business documents produced in accordance with predetermined requirements</p> <p>Number of debates on gender issues in the Chamber</p>	<p>Trends over time</p> <p>Qualitative assessment</p>	<p>Parliamentary records</p> <p>Tri-Annual reports</p>

⁵³ Notwithstanding the various strong indicators that phase one has performed well in addressing major administrative weaknesses in the National Parliament Office, to the point where the office is functioning appropriately in providing services in the key areas within its mandate, it is important to recognize that the process by which any parliament strengthens and matures in its capacity to fulfill its roles and functions, particularly vis a vis executive power and control, is historically a long and complex one. The assessment of baselines in the performance information framework recognizes that there is still a great deal of work to do to ensure that the National Parliament Office becomes a resilient and functional institution over the long term.

Outputs and Output targets	Performance Indicators	How measured	Method of measurement
<p>Strengthened Committee support services</p> <p><u>Target:</u></p> <p>Improved quality of work in all parliamentary committees, including a stronger focus on review and analysis of Government policy and performance, and development of bipartisan support for Government policies.</p> <p>Baseline: Committees vary in their level of activity and output, with some committees not fully engaging with policy and implementation issues that fall under their mandates.</p> <p><u>Target:</u></p> <p>Committees become an integral part of the legislative process by: scrutinizing the Executive Government effectively; considering legislation and seeking public comment on all Bills prior to debate in the Chamber; being actively involved in public policy development and review.</p> <p>Baseline: Committee activity has increased as a result of support provided under phase one, but the influence of committee is still at a relatively early stage of development.</p>	<p>Number of committees</p> <p>Number of committee meetings</p> <p>Hours of committee meetings</p> <p>Number of committee reports tabled</p> <p>Number of inquiries completed</p> <p>Number of Audit Reports considered by the Public Accounts Committee</p> <p>Number of Public Accounts Committee enquiries in which departments are recalled to account for their follow up to Audit reports</p> <p>Number of pieces of legislation considered and reported upon by the Bills and Legislation Committee and debated before passage</p> <p>Advice or material given on request of a MP in time to be used for the purpose for which it was required</p> <p>Level of debate in the Chamber on committee reports and recommendations</p> <p>Level of public engagement by committees</p> <p>Key business documents produced in accordance with predetermined requirements</p> <p>Committees address their business according to their agreed inquiry plans</p> <p>Number of reports and committee debates that consider gender issues</p>	<p>Trends over time</p> <p>Qualitative assessment</p>	<p>Parliamentary records</p> <p>Tri-Annual reports</p>
<p>Strengthened information services</p> <p><u>Target:</u></p> <p>Improved usage of parliamentary information services apparent in parliamentary debates.</p> <p>Baseline: Parliamentary information services are not being fully utilized by parliamentarians, and information sourced from the information services unit is infrequently referred to in parliamentary debates.</p>	<p>Percentage of Hansard transcripts uploaded to the parliament web site within service standards</p> <p>Number of items added to Library collection and databases</p> <p>Use of the library collection and databases</p> <p>Hours of material captured on audio visual record and broadcast on radio and television</p> <p>Number of registered users on the parliamentary computing network</p> <p>Number of hits on the parliamentary web-site</p> <p>Level of usage by MPs of research and information services in parliamentary debates</p>	<p>Trends over time</p> <p>Qualitative assessment</p>	<p>Parliamentary records</p> <p>Tri-Annual reports</p> <p>RAMSI Peoples survey</p> <p>RAMSI NGO survey</p>
<p>Strengthened corporate services</p> <p><u>Target:</u></p> <p>The National Parliament Office has an effective system for monitoring and managing its performance, within an agreed performance management framework, as evidenced by the regular collection and review of performance data</p>	<p>Entrenchment of parliamentary autonomy</p> <p>Attendance by MPs and staff at training courses and events</p> <p>Extent to which parliamentary infrastructure projects meet objectives</p> <p>Total expenditure for each parliamentary infrastructure project is within the original approved budget, subject to changes of</p>	<p>Trends over time</p> <p>Qualitative assessment</p>	<p>Qualitative assessment</p> <p>Tri-Annual reports</p> <p>Parliamentary records</p>

Outputs and Output targets	Performance Indicators	How measured	Method of measurement
<p>against an agreed set of performance indicators and appropriate action taken to address performance issues and trends.</p> <p>Baseline: The Parliament Office has developed a medium term corporate strategy, but does not have well developed systems in place for monitoring and reporting on its performance.</p> <p>Target:</p> <p>The National Parliament Office has sufficient human resources to effectively manage the work of parliament and deliver high quality parliamentary services, including established offices in parliamentary procedure, committees, research and information services, Hansard, Administration/ICT/Finance, and Community Outreach, and there is an appropriate gender balance in the parliamentary workforce.</p> <p>Baseline: Currently there are a relative small number of trained staff members who cover the key functional areas of parliamentary business, some of whom are currently sponsored by the project (including in the critical areas of law, and information technology management). Further development of the organisational structure and human resources of the parliament will be critical to ensuring staff retention, and a sustainable and adequate coverage of key service areas.</p>	<p>scope</p> <p>Members receive entitlements and relevant administrative support services</p> <p>Financial management systems provide effective reports and enable delivery of services within agreed implementation deadlines</p> <p>Number and level of women in the parliamentary establishment</p> <p>Number of vacant positions within the approved corporate structure</p> <p>Agreed performance management framework is in place and is operating effectively</p> <p>Number of reported security incidents</p>		
<p>Strengthened parliamentary education and community engagement services</p> <p>Target:</p> <p>Improved level and quality of community engagement by parliamentarians, including through parliamentary committees.</p> <p>Baseline: Currently parliamentary committees are not fully engaging with the public, including NGOs, private sector organizations and subject matter experts. The work of parliamentary committees is purely Honiara based, with Committees yet to undertake field work or hearings at a Provincial level, in the conduct of their inquiries.</p> <p>Target:</p> <p>The National Parliament has a coherent and appropriately resourced approach to educating the public about the work of parliament.</p> <p>Baseline: Currently, the parliament office is active in this area, but activities are conducted on an ad hoc basis, and are not part of a coordinated forward programme of action.</p>	<p>Number of schools visits to the National Parliament Improvements in quality of representation by local members</p> <p>Number of visitors during parliamentary open day</p> <p>Level of engagement between MPs and their constituents</p> <p>Number of witnesses who gave evidence to parliamentary committees</p> <p>Number of women candidates running in the 2010 election</p>	<p>Trends over time</p> <p>Qualitative assessment</p>	<p>Parliamentary records</p> <p>Tri-Annual reports</p> <p>RAMSI peoples survey</p>

Outputs and Output targets	Performance Indicators	How measured	Method of measurement
<p>Capacity development (across output groups)</p> <p>Target:</p> <p>Increase in self-reliance of the National Parliament Office as evidenced by: all recurrent costs associated with core parliamentary functions being fully covered by the National Parliament Office's recurrent budget; staff in the parliamentary secretariat assuming higher levels of responsibility, and progress through the office hierarchy.</p> <p>Baseline: Many recurrent costs, including ICT, communications and staffing costs are being covered by the project. The establishment of a functioning parliamentary secretariat through phase one of the project has largely addressed core staffing needs. However, secretariat staff members, when compared to staff of parliamentary secretariats in more developed legislatures are still relatively inexperienced.</p>	<p>Extent of budgetary uptake of services supported by the Parliamentary Strengthening project</p> <p>Extent of reliance on technical assistance</p> <p>Evidence of career development in staff of the National Office</p> <p>Evidence of capacity development resulting from completion of training and/or inputs from technical assistance</p>	<p>Qualitative assessment</p> <p>Budget records for project and National Parliament Office</p>	<p>Parliamentary and project records</p> <p>Tri-Annual reports</p>

70. Towards the end of the project life, a Terminal TPR will be held. The NPD will prepare a descriptive project terminal report, the latest financial report and will circulate them, at least one month in advance, to the parties. The Terminal TPR will focus on analyzing project results and on drawing lessons for future programming. The NPD thereafter will finalize the Project Terminal Report incorporating feedback from stakeholders (as appropriate) and, within four weeks, will circulate it to all parties.

71. An independent mid-term review will be conducted in the first two years of the project to assess progress against its outputs, operating environment, relevance, and resource needs. A formal independent evaluation will be conducted during the final year of the project to assess the project's impacts, and make recommendations for the design of any future ongoing intervention, should this be considered appropriate.

PART VIII. LEGAL CONTEXT

72. This document together with the Country Programme Action Plan signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the in Article 1 of the Standard Basic Assistance Agreement between the Government of the Solomon Islands and the United Nations Development Programme, signed by the parties on 4 April 1986, and all CPAP provisions apply to this document.

73. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The implementing partner 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; and
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

74. 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.

75. The implementing partner 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). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

76. The following types of revisions may be made to this project document, with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- a) Revision in, or addition of, any of the annexes of the project document;
- b) Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;
- c) Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

ANNEX 1. COMMUNIQUE FROM SOLOMON ISLANDS MPS

CONSULTATIVE WORKSHOP OF SOLOMON ISLANDS PARLIAMENTARIANS

20 February 2008

Solomon Islands National Parliament

COMMUNIQUÉ

RECOGNISING that under the Solomon Islands Constitution, all power in the Solomon Islands belongs to its people, and is exercised on their behalf by the legislature, in conjunction with the executive and the judiciary

RECOGNISING that parliament is entrusted to make laws for the peace, order and good government of the Solomon Islands and to scrutinize the performance of the executive, and that Members of Parliament are elected to represent the needs and interests of the nation in undertaking these duties

DESIRING to promote good governance and accountability, protect the autonomy, dignity, and integrity of the National Parliament of the Solomon Islands, and ensure the future well-being and prosperity of the nation

RECALLING resolutions made at the consultative forum of Solomon Islands Parliamentarians in September 2002 to strengthen the functions of the parliament; the agreement of the Solomon Islands Government, the Office of the National Parliament, and the United Nations Development Programme to work together for this common objective; and recognizing the progress that has been made in meeting this objective under the Parliamentary Strengthening Project, and through the collaboration of project partners

DELIBERATING on the proposed programme of action described in the draft project document for a second phase of the project

COLLECTIVELY resolve that we

1. Support the proposed second phase of the Parliamentary Strengthening project;
2. Endorse the programme of action described in the draft project document, and the support it will provide to the Office of the National Parliament under the framework of its corporate plan to:
 - *Strengthen procedural support services*, in order to ensure provision of high quality procedural support, advice, research and training for the effective functioning of parliament;

- *Strengthen committee support services*, in order to ensure the effective functioning of parliament's role to review legislation and provide an effective check and balance on the executive government;
 - *Strengthen information services*, in order to ensure the provision of an effective knowledge centre for the parliament through the provision of high quality library and research services, ICT services and Hansard services;
 - *Strengthen corporate services*, in order to enhance organizational capability in planning and service delivery and ensure an efficiently functioning, safe and secure environment for Members, staff and visitors; and
 - *Strengthen parliamentary education and community engagement services*, in order to promote of an engaged and knowledgeable community appropriately represented by their parliamentarians, and greater inclusion of women in the political process.
3. Acknowledge the ideal of the independence of the parliament and recommend that the parliament and the executive take the appropriate steps to ensure the autonomy of the National Parliament Office in budgetary and staffing matters and ensure the parliament is appropriately resourced

Rt. Hon. Sir Peter Kenilorea

Speaker National Parliament of Solomon Islands

20 February 2008

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ANNEX 2. PROJECT MANAGER TERMS OF REFERENCE

PROJECT MANAGER – Solomon Islands Parliamentary Strengthening Project, phase two

1. Position Information

Location:	Honiara, Solomon Islands
Application Deadline:	TBC
Type of Contract:	ALD
Post Level:	ALD-4
Languages Required:	English
Duration of Initial Contract:	12 months
Expected Duration of Assignment:	3 years

2. Project Background/Organizational Context

The Solomon Islands became an independent parliamentary democracy in 1978. The role and functions of the National Parliament of Solomon Islands are direct derivatives of the British House of Commons with Cabinet Government as the principal feature. There is a unicameral parliament of 50 members, elected for four-year terms, with parliamentary representation based on single-member constituencies. The head of government is the Prime Minister, who is elected by Parliament and chooses the other members of the cabinet. Various standing select and special select committees operate under the Parliamentary Standing Orders.

The Solomon Islands Parliamentary Strengthening Project was established in August 2004 following the recommendations of the Legislative Needs Assessment conducted in 2001, the resolutions of the Consultative Forum of Solomon Islands Parliamentarians in 2002 and the deliberations and recommendations of the House Committee in 2003. The project was implemented by UNDP under a cost sharing arrangement between UNDP and AusAID, who provided funding through the Regional Assistance Mission to the Solomon Islands (RAMSI).

Following a positive evaluation of the first phase on the project, a second four-year phase was designed to support the parliamentary administration in five key functional areas: procedural support; committee support; information services; corporate services; and parliamentary education and community engagement. The four year project will implemented by UNDP under a cost sharing arrangement between UNDP and AusAID. The overall objective of the project is to assist the National Parliament to fulfill its constitutional role as a legislative, representative, and oversight body.

3. Functions / Key Results Expected

The Project Manager will provide technical support and advice to the Speaker and Clerk and support UNDP and the project by building relationships and mobilizing resources. This includes working closely with the Speaker and Clerk in the day-to-day implementation of the project, providing managerial oversight of other advisors and staff of the project, and working closely with UNDP in identifying areas of parliamentary development cooperation.

Under the overall guidance of the Project Oversight Committee chaired by the Speaker and direct supervision of the UNDP Deputy Resident Representative in the UNDP Solomon Islands Office, the Project Manager will:

- Prepare annual workplans to deliver project outcomes and ensure that the project feeds into and supports implementation of the National Parliament Office's medium term corporate strategy, budget, workplans and needs and achievement of its strategic priorities;
- Strategically plan, coordinate and deliver project outputs and activities as agreed in the annual workplan;
- Coordinate recruitment and manage all project advisors/consultants and staff including identifying and addressing training needs;
- Organize and conduct induction and training programs, workshops and seminars for Parliament Members and Parliament Secretariat staff;
- Assist the Clerk and secretariat in assessing internal operations and undertaking and managing organizational review and change;
- Facilitate and coordinate the integration of assistance from UN specialized agencies and other support bodies and agencies;
- Monitor and measure the project's performance, and manage risks;
- Provide Secretariat Services for the Joint Oversight Committee (JOC), preparing reports and briefings as required;
- Plan and strategically manage and monitor the project budget and ensure that procurement of goods and services, recruitment of project personnel are undertaken in accordance with UNDP financial regulations and rules, policies and guidelines;
- Advise on developments related to modern and effective parliamentary practice in other countries; and
- Advise UNDP on significant policy measures undertaken by the Government of Solomon Islands which may impact on the project strategy.

Expected results

The incumbent will be expected to demonstrate that ongoing change management and progress towards the project outcome is achieved; through regular reporting on results against the performance indicators and other qualitative measures in the project document.

4. Impact of Results

The project aims to support the National Parliament to fulfil its constitutional role as a legislative, representative, and oversight body through delivery of five separate outputs, namely, strengthened procedural support services; strengthened committee support services; strengthened information services; strengthened corporate services; and strengthened parliamentary education and community engagement services.

5. Competencies

Required competencies are as follows:

- Excellent understanding of the organization and functioning of legislative institutions as well as of good governance practices;

- Previous work experience within a parliamentary development programme and experience of working in the Pacific would be a great asset;
- Demonstrated ability to prepare clear and rigorous reports, briefs, procedural and technical opinions;
- Proven leadership, management (strategic and risk management), negotiation and mediation skills;
- Proven capacity in change management and skills and knowledge transfer, particularly in a developing country;
- Ability to work effectively under pressure and in a highly political environment;
- Proven capacity to demonstrate tact, discretion and integrity when dealing with Members and stakeholders;
- Demonstrated ability to motivate people and work in a team, including in cross-cultural environments;
- Excellent computer skills and ability to use information management as a tool and resource for capacity development and institutional strengthening;
- Excellent oral and written communication skills (English).

Recruitment Qualifications and Experience

- Advanced university degree (at least Master's degree) in law, politics, development, social sciences, international relations, public administration or related field; alternatively, first degree in the same disciplines and over 10 years working experience.
- 8–10 year experience in government, preferably as a senior executive of a parliament, programme director of international parliamentary development programme or parliamentary association or associated body

ANNEX 3. PROJECT OVERSIGHT COMMITTEE TERMS OF REFERENCE

Composition

Permanent members of the Project Oversight Committee (POC) will be:

- The Speaker of the SI Parliament — Chair;
- The Deputy Speaker — Member;
- Secretary to the Prime Minister — Member;
- Secretary to Cabinet — Member;
- Permanent Secretary for the Ministry of Home Affairs — Member,
- Auditor General — Member;
- Representative of the Opposition — member (elected by opposition);
- UNDP Honiara Deputy Resident Representative — Member; and
- RAMSI Representative — Member.

Secretariat

- Clerk to Parliament — Joint Secretary to the Project Oversight Committee (Ex-Officio); and
- Project Manager — Joint Secretary to the Project Oversight Committee (Ex-Officio).

Functions

The principal functions of the POC will be to provide policy guidance, planning and oversight of the project including:

- Monitor and provide policy direction to the National Parliament Office and UNDP in the execution of the program;
- Approve annual work-plans and budgets;
- Supervise the execution of the annual work-plans and monitor the projects performance; and
- Share information, and steer the consultation process among project stakeholders and development partners.

Roles and responsibilities

The Chair of the POC will:

- Lead the Committee meetings and ensure that the proposed agenda is approved and adhered by;
- Call for extraordinary meetings if deemed necessary;
- Ensure that POC recommendations are implemented; and
- Act as the POC focal point between meetings.

The Secretariat of the POC will be responsible for:

- The organization of the meetings, including logistic arrangements to ensure full attendance and participation of the members;
- Preparing the agenda of each meeting;

- Making available to the POC any relevant information in a timely manner, including work plans, budgets, reports and evaluations; and
- Recording the minutes and deliberations of the POC meetings.

Frequency of meetings

The POC will hold meetings every six months, in March and September. Extraordinary meetings might be called upon by the Chair to address relevant and urgent matters.

Deliberations

The POC can deliberate on issues included in the approved agenda and relevant to its functions and mandate. Decision making is by consensus. If consensus cannot be achieved, decision has to be approved by at least the absolute majority of participants to the vote. At least 75 per cent of the members have to be present at the meeting.

APPENDIX 4. TORS FOR NATIONAL PROJECT STAFF

PARLIAMENTARY STRENGTHENING PROJECT PHASE 2: LEGAL OFFICERS (3)

SCOPE AND PURPOSE OF THE POSITIONS:

The Constitution of the Solomon Islands confers on the Parliament the power and responsibility to make laws for the peace, order and good government of the Solomon Islands. Parliament also exercises essential accountability or scrutiny functions and also the important role of holding ministers to constitutional account.

The purpose of the positions is to conduct research on complex issues particularly in the field of law, prepare authoritative and apolitical reports and background papers for members of parliament; and to provide comprehensive, apolitical oral and written briefings and advice directly to Members on legislative, legal and other current issues.

The Legal Officers will have two major areas of work:

- To provide research, reference and information services to members in relation to their parliamentary and constituent duties.
- To provide committee secretariat support to the Chair and members of the various Standing and Special Committees established by Parliament.

DUTIES (KEY ACCOUNTABILITIES)

- Undertake research projects on matters of public interest which improve public policy through innovative and realistic recommendations.
- Undertake the drafting of legislation and amendments for Members of Parliament and the Committees of Parliament.
- Prepare comprehensive, apolitical briefings on a range of legislative or other matters before Parliament or on issues of current interest particularly related to the field of law and legal issues.
- Prepare high quality written material in the form of reports, background papers, correspondence.
- Prepare background material and assist in the provision of legal advice to the Speaker and the Clerk on matters relating to the operations of Parliament and constitutional issues.

- Organise public hearings and private meetings of committees and organise committee travel within the Solomon Islands to facilitate public input into committee inquiries.
- Research and prepare draft questions for the Chair and members of a committee to facilitate the examination of witnesses.
- Advise and support the Chairs of the Bills and Legislation Committee, the Constitutional Review Committee, and the Procedure Committee, in relation to their duties.
- Provide impartial, apolitical advice and exercise tact and discretion.
- Meet deadlines and produce accurate work quickly when an issue is before parliament or a committee.

SELECTION CRITERIA: (KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED)

- Excellent research, writing and policy analysis skills.
- Ability to provide comprehensive, apolitical oral and written advice directly to members.
- Sound administrative, organisational and project management skills.
- Strong oral and interpersonal skills to communicate effectively with ministers, members of Parliament, senior public officials and a range of stakeholders.
- High standards of integrity and the ability to handle confidential matters and provide impartial advice.
- Understanding of the role of Parliament and the system of government in the Solomon Islands.
- Demonstrated capacity to participate effectively in small teams.
- Good information management skills including ability to use and manage a range of computing software.
- Some demonstrated professional experience in a legal environment, with experience in Constitutional law being an advantage.
- Tertiary qualifications in law.

CHALLENGES AND PROBLEM SOLVING

Typical challenges are the management of competing demands on services by Members and providing high quality research, briefings and reports within strict and frequently short timeframes. Challenges also include:

- Quickly becoming knowledgeable about a complex policy issue,
- Providing high quality research papers and committee reports that are accurate, balanced, objective and apolitical, and meet the needs of Members of Parliament representing a broad range of political views.
- Providing services which assist in the independent oversight role by Parliament of the executive.
- High level negotiation and consultation with Ministers, Members, senior public servants and technical experts.
- Providing high quality legal research and advice on the law of Solomon Islands but not being drawn in to providing legal opinion on matters of state or to Members in relation to their actions or in relation to their private or business affairs.

PARLIAMENTARY STRENGTHENING PHASE 2: ADMINISTRATIVE, LOGISTICS AND ICT SUPPORT OFFICER

BACKGROUND:

The Solomon Islands Parliamentary Strengthening Project was established in September 2004 following the recommendations of the Legislative Needs Assessment conducted in 2001, the resolutions of the Consultative Forum of Solomon Islands Parliamentarians in 2002 and the deliberations and recommendations of the House Committee in 2003. Following completion of the first phase on the project in March 2008, a second four year phase is commencing, which has been designed to support the parliamentary administration in its key functional areas: procedural support; committee support; information services; corporate services; and parliamentary education and community engagement services. The overall objective of the project is to assist the National Parliament to fulfill its constitutional role as a legislative, representative, and oversight body, in accordance with the Solomon Islands Constitution.

To achieve its objectives, the project has identified the need for an administrative, logistics and ICT support officer.

SCOPE AND PURPOSE OF THE POSITION:

The purpose of this position is to provide high quality administrative, logistical, and ICT support service to facilitate the efficient operation of the UNDP Parliamentary Strengthening Project. The position holder will have three major areas of work:

- To provide administrative support to the Office of the National Parliament through the UNDP Parliamentary Strengthening project;
- To provide effective ICT support services for the Office of the National Parliament through the UNDP Parliamentary Strengthening project, under the supervision of the ICT Manager; and
- To provide logistic support particularly in the form of providing professional driving and protocol and VIP support services to the Project and the National Parliament.

DUTIES (KEY ACCOUNTABILITIES)

Administrative:

- Provide high quality administrative support to the project including the procurement and recording of assets and stationery.

- Maintain files and records required by the Library and support the Parliament's research, reference and information services including ICT support services.
- Provide effective administrative services and maintain systems for the timely retrieval of reference and research material for dissemination to members. Index, maintain and up date electronic and scanned files for text retrieval particularly the newspaper clipping service and index.
- Undertake administrative work relating to the research and reference services and committee secretariat support offered to Members of Parliament.
- Provide administrative support to committees by assisting with the organization of meetings, processing committee material and organizing and distributing meeting papers and other committee documents.
- Respond to enquiries from Members and staff on files and records maintained by the position holder and on areas of administrative responsibility.
- Develop and maintain a manual on the tasks and procedures performed by the position holder in providing support services to the areas and offices identified.
- Provide impartial, apolitical services and exercise tact and discretion.
- Meet deadlines and produce accurate work quickly.

Logistics:

- Provide protocol services including meeting official visitors and personnel. Liaise with the government protocol office as necessary. Facilitate and assist with visa and custom requirements and formalities.
- Provide reliable, safe and professional driving services and efficient delivery and collection of mail, documents, supplies and equipment.
- Ensure that the project vehicle is maintained at the highest standard and that vehicle insurance, service, fuel and other records are kept according to UNDP procedures.
- Provide support to committee activities by ensuring that hearing and meeting rooms are set up according to requirements including any IT or audio-visual requirements.

ICT Support:

- Provide basic ICT help-desk services for the Office of the National Parliament, including basic user training and advice and troubleshooting services, under the guidance of the ICT Manager; and
- Provide technical support for committees, in particular the sound and broadcasting of committee proceedings and support for the implementation of the National Parliament Office's ICT strategy, under the guidance of the ICT Manager.

SELECTION CRITERIA: (KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED)

- Sound administrative and organizational skills, accuracy and attention to detail and ability to balance competing priorities and meet strict deadlines.
- Strong oral and interpersonal skills to communicate effectively with ministers, members of Parliament, parliamentary staff, senior public officials and a range of stakeholders.
- Sound written communication and ability to prepare basic correspondence.
- Sound information management skills, including a demonstrated ability to use various database and software packages and knowledge of computerized and manual filing and indexing systems.
- High standards of integrity and the ability to handle confidential matters.
- Demonstrated experience in customer service and capacity to participate effectively in small teams.
- Excellent driving skills and record and excellent knowledge in vehicle management, maintenance and repair.
- Secondary education. Currently undertaking or completing a higher education qualification.

CHALLENGES AND PROBLEM SOLVING

Typical challenges are the management of competing demands on services by managers, Members and staff while providing high quality administrative and logistic support services. Challenges also include:

- Managing time, competing priorities and meeting strict deadlines.
- Providing high quality administrative services that are customer driven and meet the needs of Members of Parliament.
- Working long and irregular hours when required particularly when meeting international visitors and guests and during the sittings of Parliament and its Committees.

PARLIAMENTARY STRENGTHENING PROJECT PHASE 2: ICT MANAGER BACKGROUND:

The Solomon Islands Parliamentary Strengthening Project was established in September 2004 following the recommendations of the Legislative Needs Assessment conducted in 2001, the resolutions of the Consultative Forum of Solomon Islands Parliamentarians in 2002 and the deliberations and recommendations of the House Committee in 2003. Following completion of the first phase on the project in March 2008, a second four year phase is commencing, which has been designed to support the parliamentary administration in its key functional areas: procedural support; committee support; information services; corporate services; and parliamentary education and community engagement services. The overall objective of the project is to assist the National Parliament to fulfil its constitutional role as a legislative, representative, and oversight body, in accordance with the Solomon Islands Constitution.

The provision of efficient and well managed ICT services for the Parliament has been identified as an essential output of the project which will assist the project achieve these desired outcomes.

SCOPE AND PURPOSE OF THE POSITION:

The purpose of this position is to manage, develop, maintain and protect the ICT services and equipment of the National Parliament of Solomon Islands.

The ICT manager will have several major areas of work including:

- Network design and administration including the development, delivery and maintenance of an effective network providing intranet and internet facilities.
- Web management services including the design, development, delivery and maintenance of a National Parliament of Solomon Islands website.
- Managing and designing training programs for Members and staff and ensuring that services focus on improving the organisations knowledge building and knowledge sharing capacity.
- Managing, training and mentoring the National Parliament Office's ICT officer.
- Managing risk and develop systems to ensure the safety and integrity of the Parliamentary network and ICT systems.
- Overseeing, and liaising with the Solomon Islands Broadcasting Corporation and OneNews in relation to the technical requirements for sound and vision broadcast of parliamentary proceedings.

KEY FUNCTIONS AND RESULTS EXPECTED:

- Develop and implement approved ICT strategies including the introduction and implementation of new technologies.
- Ensure effective functioning and operation of hardware and software including providing advice and expertise on maintenance of equipment and acquisition of hardware supplies.
- Ensure efficient network design, administration, support and help desk services, risk management and security.
- Provide web management services including the design, development, delivery and maintenance of an official National Parliament website and intranet ensuring that the content is updated and meets the requirements of Parliament.
- Manage the ICT budget and provide administrative support on all ICT matters including procurement, asset management.
- Develop the ICT capacity of the National Parliament Office, in particular by managing, training and mentoring the office's ICT Officer to take on management of parliamentary ICT services following completion of the contract.
- Develop systems for sound and vision broadcasting of parliamentary proceedings, in collaboration with the Solomon Islands Broadcasting Corporation, and One News.
- Ensure knowledge building and knowledge sharing systems are designed and supported throughout the Parliament and design and deliver training programs to Members and staff.

SELECTION CRITERIA: (KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED)

- Strong management and technical knowledge and experience across all areas of ICT service delivery. including web design and administration
- Highly developed administrative, financial and project management skills including the ability to develop creative solutions within an environment with limited resources.
- Excellent written skills for the preparation of reports, policy documents and procedure manuals.
- Excellent oral communication skills and demonstrated ability to work effectively with a broad range of stakeholders from diverse political backgrounds. Proven capacity in the provision and management of training programs.

- Strong team skills, balanced with an ability to work independently, under pressure, and to deadlines. Demonstrated qualities of tact and discretion.
- Strong leadership and staff management skills, including capacity to develop the capacity of junior staff members.
- High standards of integrity and the ability to handle confidential matters and provide impartial advice.
- Tertiary qualifications in a relevant discipline such as Computer Science or Information technology.

ORGANISATIONAL CONTEXT OF THE POSITION:

Under the guidance and direct supervision of the Project manager the ICT Manager provides leadership in execution of ICT services in the National Parliament, implements ICT management systems and strategies, as well as providing daily technical support to users of information management tools and technology infrastructure.

The incumbent is responsible for review and advice on the use of new technologies that will enhance the Parliament productivity. The ICT Manager promotes a client-oriented approach.

The ICT Manager works in close collaboration with project and parliamentary staff in relation to solving complex ICT related issues as well as ensuring that staff are well trained and appropriately resourced.