



## UNITED NATIONS DEVELOPMENT PROGRAMME

**Project Title:** Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) Phase III**Project Number:** 001270016**Implementing Partner:** UNDP**Start Date:** September 2021 **End Date:** December 2024 **LPAC Meeting date:** 7 September 2021**Brief Description**

The UNDP Project Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) Phase III aims to contribute to the democratic development in the Solomon Islands by strengthening the sustainability of electoral processes in the country, building on the work of SECSIP I (2013-2016) and II (2017-2020). In line with the recommendations of the 2019 NAM, 2021 evaluation and UNDP's own strategic frameworks,<sup>1</sup> the SECSIP Phase III will build on UNDP's previous support to Solomon Islands to sustainably strengthen the capacities of key electoral institutions to deliver credible elections, including by supporting the SIEC (the authority comprised of appointed Election Commissioners) and the Electoral Office (the administrative body responsible for managing electoral activities) to deliver the next electoral cycle events (which now include in addition to national also provincial and local (Honiara City Council) elections), supporting longer-term electoral law reforms, assisting with the design and delivery of activities aimed at strengthening the understanding of voters of the role of elections within the broader democratic frameworks of Solomon Islands and, finally, to support the promotion of women's political role.

The project will be implemented through a Direct Implementation Arrangement under guidance of the Project Board and with the provision of technical advice from a Chief Technical Advisor who will carry also the duties of Project Manager responsible for the day-to-day project implementation.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

**Outcome 5:** Governance and Community engagement- **Outcome 2:** Gender Equality

**Indicative Output(s) with gender marker<sup>2</sup>:**

**Output 1: Institutional and operational capacities of electoral authorities strengthened** (Gen 2)

**Output 2: Capacity of national authorities & local networks strengthened to provide inclusive voter information and awareness & facilitate civic engagement** (Gen 2)



**Output 3: Legal electoral framework reviewed and reformed** (Gen 2)

**Output 4: Women's political participation and leadership strengthened** (Gen 3)

<sup>1</sup> The expected end of project outcome is in alignment with the following UNDP Country Program Outcomes for the Pacific region: (1) Increased transparency and accountability in governance institutions and formal and informal decision-making processes; (2) Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative; (3) Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative; and (4) More women and men benefit from strengthened governance systems for equitable service delivery.

<b>Total resources required:</b>	US \$10.2 million	
<b>Total resources allocated:</b>		
	<b>UNDP TRAC:</b>	200,000 <sup>2</sup>
	<b>Donor (Australia)</b>	3,834,620.49
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	US \$ 6,210,217.51	

Agreed by (signatures)<sup>3</sup>:

Government	UNDP	Implementing Partner
 Print Name: <b>Ms. Jane Waetara</b> Position: <b>Commissioner and Chief Electoral Officer</b>	 Print Name: <b>Mr. Berdi Berdiyev</b> Position: <b>UNDP Country Manager</b>	Print Name:
Date: 7 September 2021	Date: 7 September 2021	Date:

<sup>2</sup> To be confirmed

<sup>3</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

## I. DEVELOPMENT CHALLENGE

### 1.1 Political and Electoral Framework

The Solomon Islands gained independence on 7 July 1978 and, while remaining a constitutional monarchy, adopted a Westminster style parliamentary political system. The head of state is the Queen of England, who is represented by the Governor-General, chosen by the Parliament for a five-year term. There is a unicameral parliament of 50 members, elected for four-year terms. However, Parliament may be dissolved by majority vote of its members before the completion of its term. The head of government is the Prime Minister, who is elected by Parliament and chooses the cabinet.

Since independence, the country has experienced a series of direct elections, which include national general elections, provincial elections and municipal elections (in Honiara). Parliamentary representation is based on 50 single-member constituencies using the First Past the Post System (FPTP). Elections are also held in each of the ten provinces, to elect the provincial assemblies (including the capital, Honiara, which is governed by the Honiara City Council). The provincial assemblies are elected using a FPTP in single-member constituencies, whereas Honiara City Council is comprised of elected and appointed members.

Elections held since independence have generally been on time and with minimal conflict, with results that have been accepted as legitimate. Electoral administration and practices have been strengthened over the years; nevertheless, the system faces challenges. The broader political and social context of elections compound the functional challenges of the Electoral Office. Uneven economic development across the country has at times led to conflict, most notably the “tensions of 2000”, which has an impact on how politics is “done” in Solomon Islands. Local “big man” culture has contributed to a lack of understanding by many voters of the value of the government. Politics has also become increasingly moneyed<sup>4</sup>. This has been reinforced by the Rural Constituency Development Funds (RCDF) which empower elected members of Parliament (MPs) to bestow largess directly on voter rather than through government channels.

There are a number of factors which have an impact on the electoral environment in Solomon Islands. The first-past-the post (FPTP) electoral system means that some elected candidates win with the votes of a small part of their electorate<sup>5</sup>. This can sometimes translate into candidates who feel that there is less need to build consensus and offer policy proposals that appeal to a wider group of voters. It also tends to support a “winner-takes-all” mentality whereby candidates and voters alike focus all of their efforts on winning the vote, in order to capture the resources attached to MPs, rather than focusing on longer-term policy issues which might benefit constituencies more broadly. Political aspirants make promises to secure votes, and then, if successful, use office to repay supporters. This approach to winning is also compounded by the weakness of Solomon Islands political party system where parties tend to operate as a collection of influential individuals. The combination of a significant number of elected MPs who are independent with a weak and fragmented political party scene has contributed to challenges in forming and holding together governing coalitions. This situation results in a highly fluid political

<sup>4</sup> Dr. Simon Finley (UNDP) and Dr. Julien Barbara (independent consultant, Australian National University), 2018 Electoral Risk Assessment.

<sup>5</sup> Out of the 50 members of parliament elected in 2019 general elections, 23 obtained the support of 50% or above of the votes cast in their constituencies.

environment in which governments invest significant political capital in sustaining parliamentary majorities.

In addition to these problems which impact the supply side of elections, there remain major challenges on the demand side. Voters tend to have only a weak commitment to elections based on merit, as opposed to personal relationships and financial incentives. Targeted civic education campaigns can improve the understanding of the representative role MPs should play and contribute to strengthen the connection between the vote in an election as a way to hold MPs to account for their actions over the intervening years.

### *Electoral legal framework*

The 1978 Constitution guarantees fundamental rights and freedoms, including freedom of expression, assembly and association and participation in elections. Over the years, the picture of was one of a fragmented legal framework, with laws written in varied manner of detail and with different perspectives, which were modified several times, but never in a comprehensive or harmonious manner.

The National Parliament Electoral Provision Act (NPEPA), approved in 1980 (with its eight amendments and subsequent regulations), served as the basis for parliamentary elections until 2014, setting out in detail the basic electoral rules and including several “schedules” that provided more detail on specific aspects of the elections. Provincial and local government elections were grounded on the 1997 Provincial Governance Act and its 2014 amendment. Finally, the 2014 Political Party Integrity Act and its subsequent regulations completed the legal and regulatory framework for elections in the Solomon Islands.

Despite its multiple amendments throughout the years, the NPEPA was perceived as lacking overall coherency and as not reflecting the numerous modifications adopted in practice in the modernization of electoral practices. As such, the NPEPA was a focus of the electoral reform process launched following the 2014 elections. The changes and restructuring in the electoral institutions and processes were reflected in the Constitutional Amendment (Electoral) Act and the Electoral Act approved in August 2018<sup>6</sup>. While perceived as an important improvement, the 2018 Electoral Act did not take up some of the larger electoral reforms suggested in options and white papers which have explored changes to the electoral system. The Electoral Act brought however significant institutional improvements particularly with respect to the mandate of the electoral management bodies (Electoral Commission and its operational branch, the Electoral Office which was previously not mentioned in the NPEPA) and enhancement of procedures for the management of electoral events. The electoral reform is an on-going process and a Task Force on Electoral Reform is expected to be operational in the third quarter of 2021. This body will play an important role on the extent of the process of reform.

### *Electoral administration*

The electoral administration in the Solomon Islands is fairly fragmented, with a few primary institutions supported by a variety of state agencies. The Solomon Islands’ legislative framework

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<sup>6</sup> The Constitutional Amendment Act passed on 22 August 2018 and entered into force on the date of assent on 7 September 2018, and the new Electoral Act passed by Parliament on 24 August 2018 entered into force on 25 September 2018, the date of its publication in the Official Gazette.

provides for an electoral management body, composed of two separate but inter-related institutions: The Solomon Islands Electoral Commission (SIEC), a policymaking, oversight body, and the Electoral Office (EO), a corresponding executive, operational arm<sup>7</sup>. The SIEC is a constitutional body whose core functions include management of the voter registration and planning of electoral operations. The Commission is comprised of four members: a Chairperson and two members appointed by the Governor General acting on the advice of the Judicial and Legal Service Commission ('appointed members') and the incumbent of the position of Chief Electoral Officer (CEO) who has no voting rights. While constitutionally mandated, the electoral commissioners do not have clear duty statements or roles within the electoral process.

The electoral commissioners are supported by the Electoral Office (EO) under the direction of a Chief Electoral Officer (CEO). The EO acts as the secretariat for SIEC commissioners in the implementation of their mandate. The EO team is "formally" split into two units: "Corporate Services" (comprising Finance, HR, Training and Administration) and "Operations" (comprising Electoral Management, Media and Awareness and Logistics); nevertheless, in practical terms the organizational chart and the division of tasks is more fluid than the arrangement would suggest.

The CEO is accountable to the SIEC regarding the exercise of his/her functions. The Electoral Act further provides for the functions and duties of the CEO. The law stipulates that the CEO has responsibility for the overall administration on the conduct of elections, under the direction of the SIEC, specifying that the CEO is responsible for the preparation and conduct of registration of electors and the various elections. National legislative elections have always been under the responsibility of the SIEC; nevertheless, the 2018 Electoral Act gives the SIEC the responsibility for all elections conducted in the country<sup>8</sup>. As such, the responsibility for provincial elections, previously under the Ministry of Provincial Government and Institutional Strengthening (MPGIS), and the Honiara Council elections, are gradually being shifted to the SIEC – therefore, in the current circumstances, the primary and exclusive agency in electoral matters is the SIEC (with its operational arm, the EO).

Another institution, while not involved directly in electoral administration, does have an impact on the electoral processes: The Political Parties Commission (PPC), including the Office of the Registrar. The PPC, a statutory institution, was established in 2014 through the Political Parties Integrity Act. Like the SIEC, it has an "oversight" body, composed of five commissioners appointed by the Governor General on the recommendation of the Prime Minister and the Leader of the Opposition. Each commissioner is to serve a term of three years, renewable twice for further three years, but the total term cannot exceed nine years. The PPC is supported by an executive body, the Office of the Registrar, under the direction of a Registrar and with support of a small executive staff. The PPC's work deals mostly with issues such as registration of political parties, de-registration, discipline, accountability in terms of funding as well as deliver public education and raise public awareness regarding political parties and the Political Parties Integrity Act (PPIA).

<sup>7</sup> For years, the SIEC/EO were established under the administrative responsibility of the Ministry of Home Affairs; however, since a few months ago, SIEC/EC are under the Office of the Prime Minister, as are other statutory commissions such as the PPC.

<sup>8</sup> Section 11 (e) and 12 of the 2018 Electoral Act sustains the SIEC's mandate to supervise the registration of electors and section 12 includes the registration of electors and the preparation and conduct of provincial election.

Alleged electoral offences are to be reported to the police and/or office of the prosecutor for investigation and to be brought to the Court, if necessary. Election petitions in which a person complains that a member of Parliament for a constituency has not been validly elected can be lodged by a candidate for the election in the constituency or by an elector in the constituency to which the petition relates within 30 days after the result of the election was published. The timing of the Court to decide on these cases is 12 months computed from the date the petition was lodged.

### *Political party system*

Even though the Solomon Islands adopted a Westminster style system, which usually results in strong parties, the political party structure in the country is weak. Due to cultural and geographical elements, the political environment is largely dominated by the *wantok* system and *kastom* code (norms), where tribal loyalties prime over strong political identities. Since independence, the country has struggled with party fragmentation and, as a result, elections have returned a Parliament made up of many political parties and independents. The political parties' ideologies are frequently not well defined, sometimes driven by individuals to advance personal political interests with little or no accountability to the electorate. The 2019 elections showed a larger number of elected MPs belonging to political parties (as opposed to independent candidates), although the number of MPs elected by each of the political parties was not very large, due to the considerable number of political parties that contested the election (13).

### *Inclusiveness of the electoral process*

For elections to be credible and legitimate they need to be inclusive of all segments of the society, including women and marginalized populations. In the past, women youth and persons with disabilities (PWD) had faced major challenges in terms of their full participation in the electoral process. Many of these obstacles refer to socio-cultural elements, with a strong patriarchal system and clan and familial identities which have a strong role in shaping people's political allegiances and electoral preferences.

In terms of electoral participation, the proportion of registered male voters and registered female voters has remained almost the same in the 2018-2019 voter register as in the 2014. Out of the total registered voters, 185,006 were male (51.46%) and 174,517 were female (48.54%). The provisional data of the population census estimates that the total population of Solomon Islands is 721,455, however, given the lack of data on specific segments such as age groups or people with disabilities (PWD), it is hard to have an exact breakdown on their participation in the electoral processes.

The percentage of representation of women in elected bodies in the Pacific region is the lowest in the world. Solomon Islands currently has four women MPs out of 50 – the highest number ever elected – however, only a total of six women MPs had been elected since independence.<sup>9</sup> Despite the challenges, the situation is improving and SECSIP actions have contributed to provide an effective support for advancing the political representation of women in the country (through its women candidate program). In 2014, out of 26 women candidates, only one candidate was elected, whereas in 2019, the same number of women candidates was

<sup>9</sup> See <https://www.pacwip.org/country-profiles/solomon-islands/>.



maintained. Given that in 2019 the total number of candidates (men and women) was 332 (in 2014 was 497) the percentage of women candidates has increased from 5.2% to 7.8%. In 2019, two women got elected as members of the national parliament and two additional women were elected in through the parliamentary by-elections held in 2020 and 2021. In 2019, women candidates received 13,935 votes whereas in 2014 national general elections, the number of votes cast for women candidates was 7,043 (98% increase). Further, one of the elected women candidates was able to secure more than 50% of the constituency vote, whereas none of the women candidates secured more than 50% of votes in the 2014 general elections and three women candidates secured between 30-50% of votes in 2019, while in 2014 none of the women candidates reached the 30-40% of the constituency vote.

## 1.2 Enabling environment for electoral assistance

### *SECSIP phases I and II*

With the support of the Government of Australia (and later with support of the European Union), the United Nations Development Program (UNDP) launched the “Strengthening the Electoral Cycle in the Solomon Islands Project” (SECSIP)<sup>10</sup> in July 2013. This was followed by a second project phase from July 2017 until June 2021. SECSIP II and II also received the support of the European Union throughout the period 2014-2019. Considerable progress was made in strengthening Solomon Islands’ electoral management during the course of the two phases of SECSIP.

Independent evaluations following phases I and II showed the positive effect of SECSIP in improving the quality of the electoral administration. These successes have been corroborated by SECSIP’s partners, including the electoral administration. During SECSIP Phases I and II, the Project supported the introduction of a biometric voter registration (BVR) system and the creation of a reliable voter register; it supported two national general elections (2014 and 2019) and parliamentary by-elections held in 2018, 2019, 2020 and 2021 which have been well appraised by electoral observers and other electoral stakeholders, noting the improvement in the preparation and conduct of elections. Project efforts have also helped the electoral authorities (not only the SIEC/EO but also the Political Parties Commission) to improve their communications and its voter awareness and information efforts, reinforcing partnerships with different organizations, media and civil society. Additionally, SECSIP I and II did important work in terms of voter awareness with civil society and community-based organizations and for the promotion of women’s political participation in the country which SECSIP III will leverage. There were continuous efforts by SECSIP of encouraging “gender mainstreaming” in the electoral administration which were difficult to implement given the frailty of the electoral authorities but which were well accepted. Finally, SECSIP I and II, along with national and other international partners, have been instrumental in the support to the on-going electoral reform process.

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<sup>10</sup> The project design and the scope of action was based on a first UN Needs Assessment Mission (NAM) conducted in 2012 in response to the request of the Solomon Islands authorities to receive UN electoral assistance. Two other UN NAMs (September 2015 and October/November 2019) were deployed to evaluate the electoral environment and support needs in response to the follow up requests of the Solomon Islands authorities (2015 and 2019) to continue receiving UN electoral assistance.

However, SECSIP started from a low base and there remains substantial need for ongoing support to ensure that improvements are consolidated, as well as to address remaining areas of weakness.

Despite the progress made in electoral administration and practices, and SECSIP's I and II successes, there are matters that need further assistance and justify ongoing support to ensure that improvements are consolidated, as well as to address remaining areas of weakness. In particular: (a) sustainable capacity development needs to be entrenched for permanent and temporary elections staff; (b) coordination needs to be improved between key electoral authorities (in particular, the Solomon Islands Election Commission (SIEC) and the Political Parties Commission (PPC)); (c) local ownership of voter registration need to be enhanced and voter registration services need to be expanded (national authorities have identified continuous registration as a priority for the next electoral cycle); and (d) more resources need to be dedicated to improving inclusiveness of all segments of the population in electoral processes (with a focus on women, youth, people with disabilities (PWDs) and hard-to reach populations, and including strengthening the capacities of authorities media and civil society to promote voter information and awareness).

#### *Institutional Capacity of the Electoral Administration*

Solomon Islands is a developing country, which continues to rely heavily on overseas aid for government revenues. All government agencies, including independent institutions such as SIEC, are in constant competition for government funds and for donor funds. This has had an impact on electoral authorities, who have been chronically under-resourced and underfinanced, resulting in a fragile electoral administration. Under-funding has tangible impacts on electoral processes. In a complex geographical environment, delivering elections is a logistically complex and expensive undertaking. Although the SIEC adopted a Strategic Framework in 2019 to guide its work, it has not yet received the optimal level of government support to impact on the modernization and strengthening of the electoral institutions and practices.

The EO receives little attention or support during non-electoral periods. Currently, out of the three commissioners, there are only two members appointed: the Chair and another commissioner (the third member is, of course, the CEO, a non-voting member). The SIEC has no support staff and no office space. There are currently only 11 substantive staff working at the EO, which renders the office extremely fragile and impairs planning and systematic follow up of their basic tasks. Under these circumstances, it is easy to determine that the EO is an institution with limited capacities, and this despite the successful electoral events of the past. The lack of minimum critical mass of permanent electoral staff means that electoral skills and expertise are associated, not with the institution, but with individuals, constituting a major challenge to the medium- and long-term institutional capacities of the commission and the electoral office. Additionally, the SIEC/EO, which is based in Honiara, currently has no yet permanent presence in the provinces and outer islands.

There has been, however, encouraging progress recently in terms of EO staffing and institutional capacity-building. SECSIP has had a significant impact in supporting the development of the institutional capacities taking into account the progressive extension of the EO mandate. The 2019 national general elections were followed by Makira province elections held in December 2019 (where for the first time parliamentary for East Makira constituency and provincial assembly elections were simultaneously conducted). In November 2020, under the COVID emergency, the parliamentary by-elections for Central Honiara and North East Guadalcanal



constituencies have been perceived by various stakeholders and electoral observers as better planned and organized than in the past. Despite this recent improvement, there is still a lot of work to be done in terms of consolidating the operational capacities and the functional structure of the EO. SECSIP advocated for and supported the introduction of a deputy of operations. SECSIP also supported other functional units of the EO through the graduate programme<sup>11</sup>, including two field operations assistants during the preparations of the 2019 national elections (the current deputy operations is a former field operation SECSIP graduate; other graduates assisted on logistics, IT and human resources and voter awareness). Ample work has been done by SECSIP, jointly with Electoral Support Systems Program (ESSP) and Australian Electoral Commission (AEC) support, for the enhancement of the capacities of the EO, including web development, development of operational procedures and manuals, training to electoral managers, returning officers and other field staff, improving the electoral infrastructure. Additional support was requested for the preparation and conduct of various electoral events during SECSIP's II period, including the biometric voter registration update (planning and organization of public hearings on objections to provisional voter lists in all constituencies and support to awareness raising activities), the 2019 national elections and following by-elections prepared and conducted under the COVID 19 pandemic and required the review of electoral procedures for the introduction of special measures, the timely procurement of materials (such as masks and sanitizer gels) and the production of specific voter awareness materials. This operational support also included the purchase of sensitive material, such as ballot boxes, polling kits and indelible ink, and technical advice for the printing of ballot papers. Project assistance was provided for post-electoral evaluations including lessons-learned and a 2019 Knowledge, Attitudes and Practice (KAP) Survey, and SECSIP supported the writing/production of electoral reports.

Despite these steps forward, the EO continues to be an extremely vulnerable institution, not least by the structural challenges of under-staffing (including lack of permanent personnel in the provinces) and under-resourcing. While SECSIP supported operational planning and assisted in the development of SECSIP's 2019-2023 Corporate Plan, the "planning culture" needs to be further consolidated within the EO. There is still work to be done in terms of capturing, organizing and codifying information and procedures. Networking with electoral authorities, particularly in the Pacific region, contributes to the sharing of experiences and approaches on how to address similar issues resulting in the strengthening of capacities and the support to such undertakings should be continued and expanded. Assistance to the improvement of infrastructure to enable better working conditions is also a factor that contributes to the efficiency of electoral operations and their sustainability.

The lack of permanent SIEC presence in the provinces has been and continues to be a major challenge. Permanent electoral presence in the provinces will be instrumental to achieve continuous voter registration and to enhance the delivery of electoral services. In particular, taking into account the new responsibility of organizing provincial assembly elections, the field presence will provide a better platform to continue building and consolidating the knowledge of the electorate on voter awareness. The SIEC plan was to open three provincial electoral offices in 2021 in Guadalcanal, Malaita and Western Province and the remaining offices to be opened in 2022. The financial constraints due to the crisis linked to the Covid pandemic has delayed these plans.

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<sup>11</sup>SECSIP II graduate programme was comprised of ten (10) graduates, seven (7) of them were women, four of whom had been subsequently employed in the public sector.

While a lot of efforts of capacity development have concentrated in the EO, much less support has been given to the SIEC itself (the Board of Commissioners), which works with little assistance (even without its own headquarters). Its constitutional status is perceived as a major element in the SIEC's strength, yet the legal framework regulating its functioning is still quite vague and therefore constitutes an important weakness. As a consequence, the commissioners' functions are described in a generic manner, mostly referring to their role registering voters and preparing the elections of members of parliament. These functions are therefore defined strictly in terms of electoral operational mode, which are functions that the EO fulfills as its executive and operational arm. Any other of the functions normally attributed to electoral administration (such as, for example, overseeing the electoral campaign, monitoring electoral offences, providing political guidance or undertaking voter information efforts), are not explicitly spelled out in any legal act. Neither are the capacities of the electoral commission in terms of dealing with electoral offences mentioned overtly: the law is detailed in what constitutes an electoral offence but doesn't establish what is the role of the commission when alleged electoral offences are reported. There would be a need to at least propose that SIEC could refer these cases to the relevant authorities for further action and investigation. This lack of legal basis, and sub-sequent lack of rules and regulations, and the very operationally related tasks, ultimately undermines the work of the commission, not only during inter-electoral periods (where the commissioners are "in limbo"), but also during electoral mode, where the supervisory and policy-oriented roles are overshadowed by operational concerns and hindered by practical constrictions. As a result, the tasks normally associated with the work of the commissioners, overseeing the electoral processes (with supervisory, policy-oriented tasks) have not been formalized, nor have they been regulated and thus are not implemented. As a result, the activities of the commissioners tend to be *ad hoc* and their role tends to be more reactive than pro-active. Assistance in clearly defining the SIEC commissioners supervisory and regulatory role would go a long way in enhancing the efficiency, credibility and sustainability of the "board of commissioners" and the success of the electoral processes.

The challenges of the electoral administration in the Solomon Islands reflect the political and development challenges facing the country. While the electoral budget is formally guaranteed, in effect SIEC/EO does not have any control over it and is reliant on the Ministry of Home Affairs for the payments of on-going and electoral related costs. The EO is constantly competing for additional funds from a number of other government agencies, in a context of limited national funds.

Pursuant to Sections 73 and 74 of the Constitution, the National Parliament is due to dissolve four years from the date of the first sitting after the last elections, which took place on 15 May 2019, and the general election is to be held within four months of Parliament's dissolution, which would be no later than September 2023. The Solomon Islands government (SIG) is committed to hosting the next Pacific Games, scheduled for 2023, which is considered a strategic event for the country at regional level. National authorities have already indicated that delivering national elections and simultaneously hosting of the Pacific Games will place the State Budget under significant pressure. Accordingly, they have suggested an extension of the legislative term for an additional year, but this will require a constitutional amendment. Taking into account the current distribution of political power within the Parliament, the likelihood that MPs pass that constitutional amendment appears to be high. The extension would still need to be carefully explained to the electorate through civic education interventions to prevent possible distrust amongst voters.

Whether the elections are held in 2023 or 2024, it remains a fact that the EO has suffered from resource constraints since its establishment. Chronic under-funding has been aggravated by the adverse impact on the SIG's financial status by the global COVID19 pandemic. Despite budget restrictions however, the SIEC's mandate, under the 2018 Electoral Act, has been expanded to include the preparation and conduct of provincial and local (Honiara City Council) elections. Without sufficient resources, implementation of that new mandate will be difficult.

### *Voter Registration*

The SIEC is a constitutional body whose core functions, besides the planning and conduct of elections, also include the management of voter registration in the country. The voter registration operation, as well as the maintenance of a comprehensive and accurate voter register, is in fact one of the main tasks of SIEC's operational arm, the EO.

A reliable and dependable voter register is one of the most important foundations of credible electoral processes. In the past, one of the weakest links in the conduct of elections in the Solomon Islands was the voter register, which was considered unreliable. This changed (with SECSIP support) with the introduction of a new voter registration system prior to the 2014 national general elections: before the election, the SIEC embarked in 2013 in what was perceived by national and international stakeholders as a successful exercise of voter registration, introducing biometric technology. That biometric voter registration (BVR) is still considered the most accurate voter registration exercise held in the Solomon Islands, having a noticeable impact in terms of improving the accuracy and integrity of the voter register, reducing multiple registrations and hampering electoral fraud. The new electoral register provided significant operational advantages for SIEC and allowed for more accurate and efficient planning, including for the 2019 national elections. Nevertheless, considerable concerns remained in terms of the sustainability of the BVR system, as the electoral authorities relied heavily on the foreign vendor for its technical services. Despite the purpose of the contract, where the vendor was to "transfer" technology and capacity to the EO, the vendor retained proprietary rights and administrative privileges limiting in-country access to the BVR database. As a consequence, maintenance and update of the biometric technology posed substantial challenges to the update and sustainability of the voter register.

These challenges were acknowledged in the project document for SECSIP II and, in full partnership with the EO, the project launched a series of activities aimed at reducing the technical dependency of the authorities on the vendor, by identifying options that would enable the EO to manage the BVR database itself. In that sense, the six months 2017 work plan and the 2018 annual workplan (endorsed by the Chief Electoral Officer) included the study of various alternatives to enhance national ownership and sustainability of the BVR. As a result, a strategy for the development of software was developed and a corresponding training plan was designed, where SECSIP provided to the EO alternatives for the progressive enhancement of BVR software to move out of the vendor lock, to enhance its security and to build internal human resources capacity to have core team with technical expertise, which were accepted as a line of work for the EO by the former CEO. Nevertheless, the EO's Chief Electoral Officer decided unilaterally, prior to the 2019 national elections (in July 2018), to contract the foreign vendor for the update of the voter register (with governmental funds). Under these circumstances, the project decided to stop its activities in terms of supporting the BVR software development and, as a result, the scope of the support to BVR's sustainability and local ownership was reduced, although the

project still provided significant support to the voter registration exercise, to its planning, and implementation of data entry, submission of objections and public hearings during the verification process until the completion of final voters lists in early 2019 and their endorsement by the SIEC.

In any case, it is clear that the maintenance of a credible and sustainable voter register is essential for the success of the electoral processes in the country, and is a substantial part of the operational capacities of the EO. It is important to insist in the need for sustainability in the management of the BVR system, and for electoral assistance to support national ownership in that regard. The new Electoral Act of 2018 opened up the possibility for continuous voter registration and the SIEC 2019-2023 Corporate Plan incorporates the introduction of continuous voter registration. Besides lack of technical independence, the EO already notes the need to update and renew its equipment for continuous voter registration and to enhance the technical capacity of its staff. In order to implement continuous voter registration, it is important to establish additional presence in the provinces, a measure that was approved by SIEC in 2019. SECSIP II was able to support the establishment of a data center at the EO's headquarters prior to the roll out of the national update of the voter registration campaign in 2018, the EO has expressed the need for international assistance in the maintenance of the center. All assistance with the continuous BVR should be done under the framework of strengthening national ownership of the system and encourage technical and operational sustainability.

### *Voter Awareness and Information*

A well-informed electorate is essential to any electoral process; it enhances the quality of the election as well as the elected body and as such, it's essential building-block of a meaningful democracy. The Solomon Islands present a significant challenge in the provision of voter information and awareness. With a population of around 720,000 predominantly rural, spread over six major islands and 900 smaller islands, the average number of formal years of schooling is low and illiteracy is high, particularly among women. Poor transport and weak communication links compound the challenges faced by the authorities in terms of promoting electoral information and awareness. Traditional media is only relevant in urban centers (such as Honiara) but new technologies are being introduced and are spreading quickly, particularly among the youth.

Although there have been a number of activities informing voters about the facts and procedures of previous electoral events in the Solomon Islands, electoral observers' reports noted the lack, and the need for, substantially more robust voter education efforts as part of the overall preparations of the 2019 national general elections. The 2019 general elections and post-electoral work showed an improved capacity of the EO in terms of public outreach, impacting positively in its voter information and awareness initiatives. Nevertheless, the elections also highlighted continued weaknesses in this area, in particular in far away and difficult to reach regions. Additionally, there are virtually no long-term voter education efforts, and very few face-to-face activities for voter information and awareness, which are not the exclusive responsibility of the electoral authorities but require partnerships between them and other government agencies and CSOs.

### *Electoral Reform*

Elections are all about credibility, which is a subjective notion. What is credible for a certain population might not be credible to another. What is credible today might not be credible in a few years. This is why an electoral framework needs to change and adapt to new conditions and an evolving context. Additionally, there is no such a thing as a “perfect election”, and there is always room for improvement under the hindsight of previous experience. Reform is meant, among others, to strengthen the electoral administration by rationalizing limited resources, becoming more cost-effective, combining expertise and increasing consistency across board. It is therefore not surprising to affirm that legal frameworks for elections should constantly evolve and mature. Taking time to discuss what went well and what didn’t go so well after an election is a good step towards introducing improvements in the legal framework.

Since independence, the Solomon Islands have been conducting periodic elections but in the last few years various stakeholders identified the need for substantive electoral reform. The previous government launched a dynamic of electoral reform as a means forward in the area of good governance and political strengthening. For this purpose, an “electoral reform taskforce” was set up, under the direction of the Office of the Prime Minister and with participation from the Ministry of Provincial Government and Institutional Strengthening (MPGIS), SIEC and PPC staff members, as well as international advisers (as observers). The focus of the reform package was meant to address the review of the legal framework governing the electoral process, in particular an extremely politically sensitive issue as whether to modify or not the current electoral system. The electoral reform taskforce worked in the identification of issues to be considered for the legislative review of the National Parliament Electoral Provisions Act (NPEPA) and of the Political Parties Integrity Act (PPIA). The major goal of the reform process, modifying the electoral system, did not get the required political support. Nevertheless, the process did allow for reform to the legal framework and in 2018 the NPEPA was replaced with the new Electoral Act, which allowed for important procedural modifications, opened the way for continuous registration, recognized legally the existence of the EO and placed the responsibility for provincial and local (Honiara) elections under the SIEC/EO.

The timing for an electoral reform is critical. It is generally best to make changes in the legal framework years in advance of any elections so that the various stakeholders, including the electoral authorities, have time to adjust their plans and preparations in response to any changes in the legal framework. International good practice dictates that no legal changes must be made to the legislation at least a year before an election. Now that the by-elections resulting from electoral petitions lodged in connection with the results of the 2019 general elections have been conducted, it is the right time for an expanded review of the legal framework, in advance of the next general elections. A Taskforce on Electoral Reform is expected to be operational in the third quarter of 2021. This body will include representatives of the Solomon Islands Electoral Commission (SIEC), Political Parties Commission (PPC), Office of the Prime Minister (OPM) and Ministry of Provincial Government and Institutional Strengthening (MPGIS). UNDP SECSIP will, together with other aid providers, support the Task Force by providing technical advice on the scope and alternatives for their consideration.

#### *Inclusiveness and Women’s Political Participation*

In the second half of 2018, SECSIP II held workshops to develop a strategy to improve the leadership and political participation of women through activities and a network, the Women Support Network. Afterwards, SECSIP held two four-day capacity building workshops for women towards these ends. Moreover, its 2018-2019 “support to women candidates” action plan,

focusing on the period leading to the 2019 national general elections (and by-elections), including the provincial assembly elections helped promote public awareness on women's political leadership, encouraged women leaders across the country to engage in the electoral process as candidates and to support, mostly through training opportunities, nominated women candidates. Currently, there are four women MPs (more than at any other period since independence) and work continues with women leaders in the country – provincial elections are seen as an important step in engaging women in politics and the electoral processes. SECSIP's Outstanding Women initiative, launched in 2019, was able to enhance the visibility of women leaders around the country, although their activities had to be scaled down substantially in 2020 due to the COVID 19 crisis (although, despite the constraints, 120 women were identified throughout the country and a one-week leadership training was conducted with 24 women including 11 "outstanding women" elected at provincial level and representatives of the Provincial Council of Women). Interventions (including OW community led dialogues) can serve to encourage public discussions on women's leadership/visibility .

Despite the improvements, much still needs to be done to enhance women's political participation, not just as candidates and potential members of the national and provincial parliaments, but also in raising the profile of women in public life, at all levels (including the executive at the national and provincial levels).

### 1.3 National Request

Recognizing the value still to be gained from ongoing advice and assistance from UN international experts, in a letter dated 6 September 2019, the Solomon Islands Electoral Commission requested the United Nations (UN) to maintain its electoral assistance throughout the next electoral cycle. This was followed by a UN Needs Assessment Mission (NAM) deployed from 28 October to 1 November 2019 which recommended the continuity of UN electoral assistance through a successive United Nations Development Program (UNDP) project. In February 2021, an independent evaluation of SECSIP II was finalized which also recommended that the Project be rolled over into a successor project, to ensure that the achievements to date were bedded down and consolidated.

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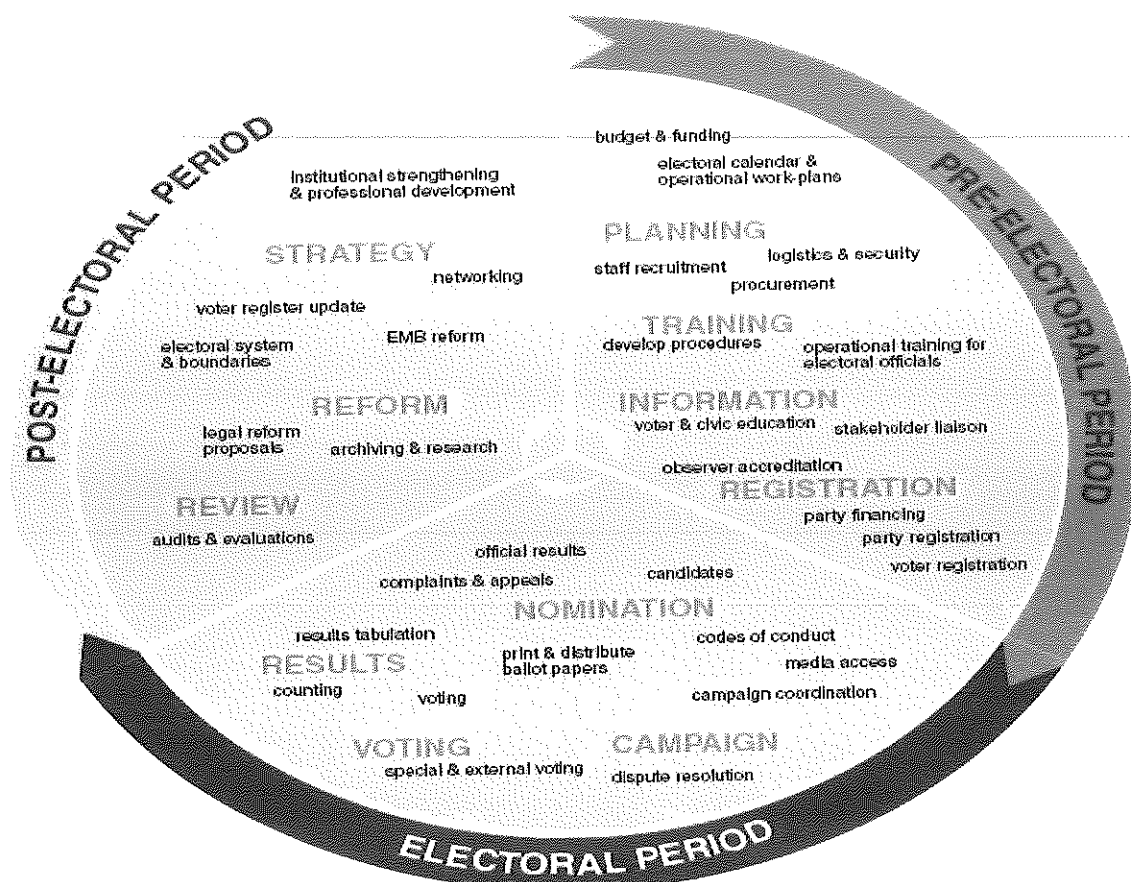
## **II. STRATEGY**

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As was the case during the first two phases, SECSIP III will utilize an electoral cycle approach as its overall strategy. The electoral cycle approach looks at the electoral process over time and seeks to engage with different actors and entry points throughout the cycle, rather than channelling substantial resources and technical support uniquely towards the delivery of a given electoral event, at intermittent and disconnected points in time. The adoption of the electoral cycle helps implement electoral assistance within the broader framework of democratic governance with a pro-active and strategic approach. The electoral cycle approach aims to contribute to the process of creating and sustaining an environment for inclusive and responsive political processes. Project support will therefore prioritize assistance to the preparation and implementation of electoral processes and, where possible, other strategic initiatives with the objective of strengthening the link between electoral and other key governance processes will also be implemented. As part of this approach, and taking into account that all UNDP electoral projects must have a component on gender, this project will seek to mainstream gender across all outputs based on a global knowledge base and locally driven research contextualizing the issues and related activities. As the primary means through which people express their preferences and choose their representatives, elections



are a powerful democratic governance tool of voice, accountability and, ultimately, human development.



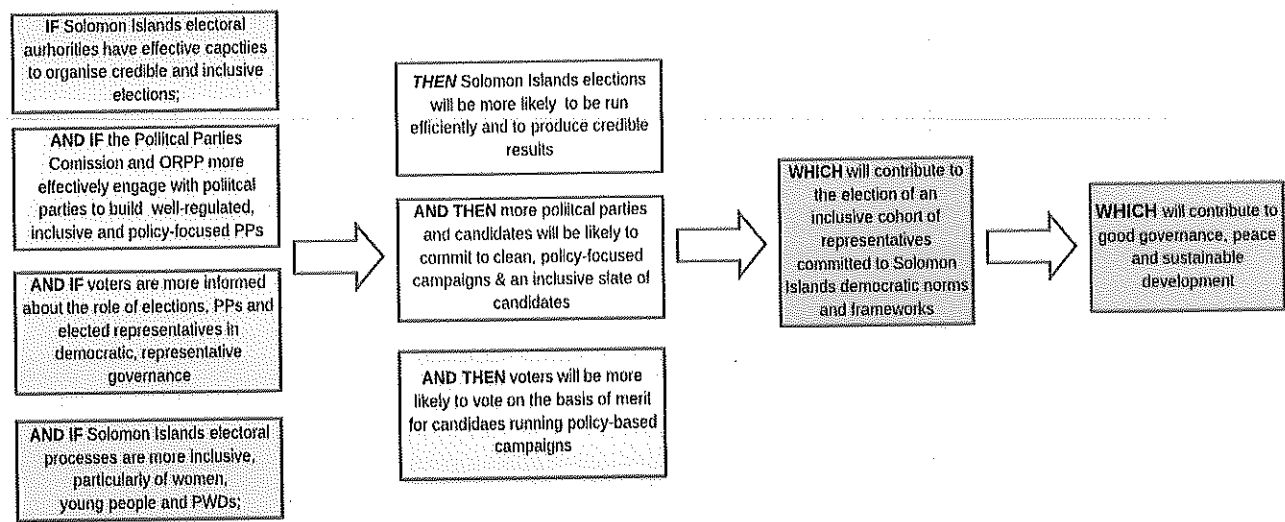
To ensure pre-electoral, electoral and post-electoral support is systematic and contributes to the overall goal of increased capacity of the electoral authorities to perform their mandate, a strategic approach will be taken. Given the small size of the EO, it is important not to overcrowd it with too many resources or outside advisors.

### *Theory of Change*

To respond to the development challenge that has been described in the earlier section and further illustrated below, the project will apply the following Theory of Change (ToC). The ToC promotes effectiveness through predicting Change Pathways to inform planning with evidence of what has worked elsewhere based on available knowledge and helps to think about longer-term changes to embed sustainability of project results.

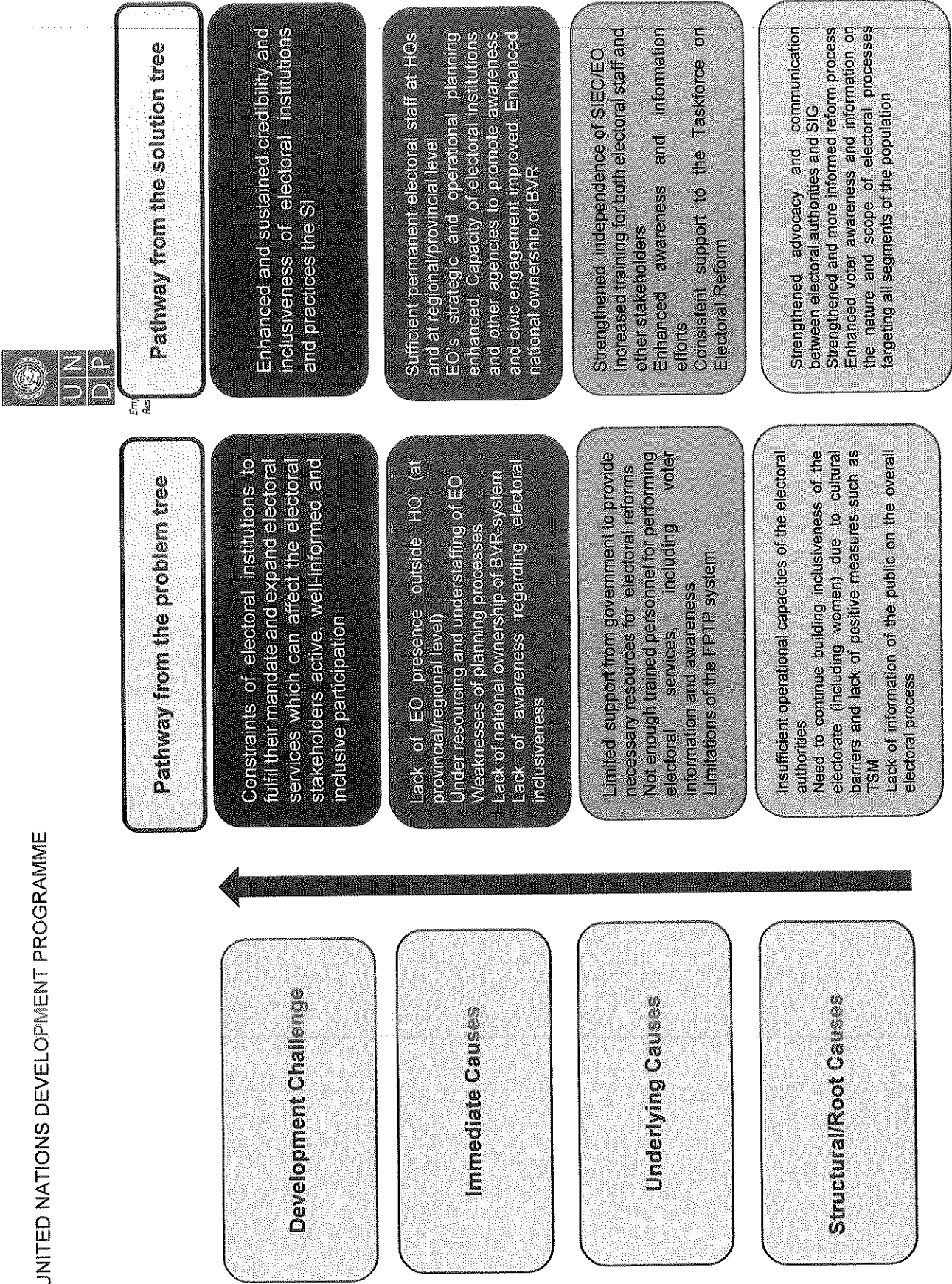
The Theory of Change set out below emphasises that SECSIP III is focused on promoting not just credible and efficient elections – which underpinned the first two phases of the Project – but is also committed to working with election authorities and other partners to promote elections which will contribute to more inclusive, accountable and development-focused electoral processes and outcomes. Although UNDP is an impartial assistance provider, nonetheless, UNDP's work aims to support the government of the Solomon Islands to achieve its own national development priorities, which include building a stronger, more inclusive democratic country. To that end, SECSIP III will work with the electoral authorities to empower key electoral actors – including

political parties, candidates, civil society and voters – to engage in elections in line with Solomon Islands’ constitutional democratic norms.



*Change Pathway*

The project is organized under four outputs aimed at strengthening the medium to long term capacity of the electoral authorities. As such, all support will feed into the overall intended outcome of more sustainable and inclusive electoral institutions and practices in support of accountable democratic governance in Solomon Islands. The proposed pathway focuses on the strengthening of national capacities and advocacy and communication efforts to enhance the management by national authorities of the electoral cycle while also working with civil society and key stakeholders to address and improve knowledge of the electorate and institutional accountability.





### ***Gender, Disability and Other Cross Cutting Issues***

International standards for credible elections include the need for ensuring that all sectors of society are included in the electoral process and that no actor or stakeholder is excluded from it. SECSIP III will continue to promote and facilitate electoral inclusiveness at all levels and through all Project outputs. Output 4 is specifically designed to promote women's participation, while Output 1 (institutional capacities), Output 2 (voter awareness) and Output 3 (electoral reform) will be designed and delivered to ensure that they support the inclusion not just of women but also of youth, people with disabilities and other segments of the population difficult to reach through the electoral cycle.

#### **Gender inclusiveness**

Gender-mainstreaming will be a core principle integrated throughout all institutional and operational strengthening activities with electoral authorities. All UNDP electoral projects include a component on gender, and this Project will seek to mainstream gender across the four outputs, drawing on a global knowledge base and complemented by locally-driven research to contextualise issues and ensure that activities are implemented in socially and culturally effective ways. Such actions include "gender mainstreaming", ensuring all decisions regarding electoral administration (including voter registration) are taken in an informed manner as to how they will affect women electoral stakeholders (output 1); ensuring voter awareness and information (Output 2) is targeted to women (and other marginalized groups) and include women associations as effective partners with the electoral authorities; and making sure gender awareness is mainstreamed in any effort in the reform of the electoral legal framework (Output 3). Additionally, Output 4 is dedicated to the promotion of women's political participation and its scope is envisaged to include activities that promote and encourage women's leadership and their public visibility. An illustration of SECSIP's efforts in these areas, besides a successful women candidates' programme, is the Outstanding Women (OW) of Solomon Islands initiative, which was designed to encourage women's leadership visibility by inviting community members to nominate women leaders and then hold elections to choose those whom they considered have made positive contributions at community level. SECSIP Phase will build on this initiative, as well as supporting community-led dialogues through the OW model; subjects included not only women's political participation but wider matters on social inclusion (topics are chosen by the communities based on their priorities). The dialogues target young people through secondary schools to encourage public discussions on various issues, but with a focus on women's leadership/visibility. Partnerships will be utilised with UN Women, other UNDP projects and other international development actors to maximize the impact and coordination of efforts with an efficient use of resources.

#### **Disability inclusiveness**

SECSIP III will also build on earlier work with Disabled People's Organisations (DPOs) to improve the access of PWD during all parts of the electoral cycle.<sup>12</sup> SECSIP III will continue to work with DPOs to

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<sup>12</sup> An example is the multiple efforts of SECSIP to engage a CSO umbrella organization facilitating the setting of an enabling environment for the participation of domestic observers for the 2019 national elections. The actual selection of observers was conducted by the umbrella organization, Development Services Exchange (DSE) taking into account

support specific activities on voter awareness targeting PWDs (as well as youth and populations living in remote areas). Building on social inclusion materials produced during phase II, SECSIP III will again include use of materials heavily relying on illustrations, production of videos which include sign language interpretation and supporting election authorities to engage sign-language interpreters during important key information events, including press conferences. The Project will also support DPOs to undertake a mapping exercise to obtain better data on the specific needs of PWDs in relation to elections and accessibility, which will feed into specific targeting of interventions. Where possible, synergies will also be encouraged with other activities (for example, OW community led dialogues on topics focusing on PWD) or with other development actors (UNDP, UNICEF, bilateral assistance providers).

### Climate change / disaster response

Although the SECSIP III does not directly address climate change issues, nonetheless, the impact of climate-related disasters may need to be managed during the course of the Project's implementation. Solomon Islands has had to deal with earthquakes, related floods and cyclones in previous years, all of which have the potential to impact on the electoral cycle, including voter registration activities and election events themselves. SECSIP III will continue to work with the EO and with other UNDP actors to ensure there is a disaster response plan in place, which includes both preparedness and response plans. In the aftermath of the COVID19 pandemic, such disaster responses plans will continue to be refined and updated to ensure they address all relevant potential disaster issues.

## III. RESULTS AND PARTNERSHIPS

### ***Expected Results***

SECSIP III will focus on enhancing inclusive, informed and transparent electoral processes, including through accountable and effective electoral institutions. SECSIP assistance will also contribute to enhancing and expanding social inclusion, particularly of disadvantaged segments of the population including women, young people and people with disabilities (PWD). To that end, the Project will work towards achieving one overarching outcome, namely:

***Project Outcome: More sustainable and inclusive electoral institutions and practices strengthened to support inclusive & accountable democratic governance in Solomon Islands***

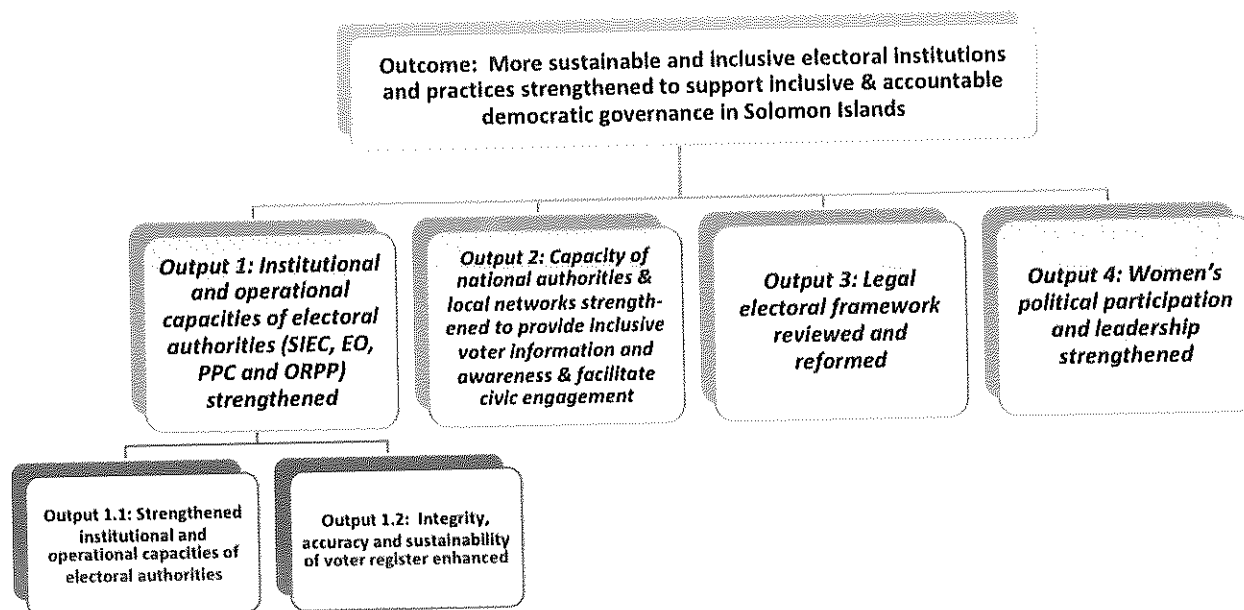
In line with the recommendations of the 2019 NAM, 2021 evaluation and UNDP's own strategic frameworks,<sup>13</sup> the SECSIP Phase III will build on UNDP's previous support to Solomon Islands to

the inclusiveness criteria established by SECSIP. As a result of this approach for the national general election in 2019, a group of 167 domestic observers were accredited under DSE being 44.3% (74 women) and 4% PWD (7 PWD). In 2020 by-elections, the group of domestic observers was comprised of 43 people with 70% women and 35% PWD. The latter included observers with hearing and speaking impairments who were assisted by sign interpreters and other observers who had walking impairments.

<sup>13</sup> The expected end of project outcome is in alignment with the following UNDP Country Program Outcomes for the Pacific region: (1) Increased transparency and accountability in governance institutions and formal and informal decision-making processes; (2) Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative; (3) Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative; and (4) More women and men benefit from strengthened governance systems for equitable service delivery.

sustainably strengthen the capacities of key electoral institutions to deliver credible and inclusive elections, including by supporting the SIEC (the authority comprised of appointed Election Commissioners) and the Electoral Office (the administrative body responsible for managing electoral activities) to deliver the next electoral cycle events (which now include in addition to national also provincial and local (Honiara City Council) elections, supporting longer-term electoral law reforms and assisting with the design and delivery of activities aimed at strengthening the understanding of voters of the role of elections within the broader democratic frameworks of Solomon Islands.

*Summary results framework for SECSIP III*



The main beneficiaries of the Project will be the SIEC, the Electoral Office, the Political Parties Commission (PPC) and the Office of the Registrar of Political Parties (ORPP), as all have roles related to elections and electoral law reform. In support of specific interventions which aim to improve the inclusiveness of electoral processes – most notably Outputs 2,3 and 4 in relation to voter awareness, legal reform and inclusive elections, including women's political participation – SECSIP III will also partner with civil society, community and faith-based organizations, media outlets and other government agencies.

The project duration will align SECSIP III with the next electoral cycle, taking into account that Solomon Islands authorities are considering an extension of the current legislative term from 2023 to 2024.<sup>14</sup> This Project timeframe enables the project to support the next electoral cycle, while still allowing time to support some post-electoral activities based on lessons learned.

**Output 1: Institutional and Operational Capacities of the Electoral Authorities Strengthened**

This is the main axis of support from the project, focusing on enhancing electoral authorities' operational capacities, ownership and sustainability. The project will prioritize the strengthening of the capacities of the Electoral Office, as well as the SIEC Board of Commissioners, the PPC and the

<sup>14</sup> During the round table discussion (29 March 2021) on electoral support priorities, the Deputy Secretary to the Prime Minister referred to the possibility of expanding the current legislative term which will require a constitutional amendment. He also referred to the possible need for assistance on options to consider for a possible modification of the current electoral system.



ORPP. The project can, in coordination with other actors, assist to consolidate the new biometric voter registration (BVR) model rolled out under SECSIP I, increasing the periodicity of registration services towards the “continuous registration” to maintain the accuracy and improve the sustainability of the voter register.

This output merges outputs 1 and 2 of SECSIP I and II. While voter registration was a particularly important matter when SECSIP I was launched and merited its own specific output, by now it seems clear that supporting biometric voter registration (BVR) is just another aspect of enhancing the electoral authorities’ operational capacities. Given the development so far, it is logical to include voter registration as one of the components of an overall effort to strengthen the institutional and operational capacities of the electoral authorities. In this context, two sub-outputs are proposed: “overall strengthening of the institutional and operational capacities of the electoral authorities (SIEC, EO and PPC)” and “integrity, accuracy and sustainability of the voter register enhanced”.

**Output 1.1: Overall strengthening of the institutional and operational capacities of the electoral authorities (SIEC, EO and PPC)**

Possible indicative activities in this output include:

- Continued support on restructuring of the EO, making emphasis in the establishment of functional units and the setup of new provincial field presence;
- Continue with a new graduate programme, with a view at strengthening the EO staffing structure, to be absorbed by the EO in a gradual manner over a specified period of time<sup>15</sup>;
- Support the identification and roll out of renewed capacity building efforts for the EO (involving human, financial and material resources);
- Support the development of the internal (SIEC, EO, returning officers, provincial officers) and external (media, political parties, observers) communication and coordination strategy, including reporting guidelines;
- Support the establishment and initial running of provincial electoral offices;
- Support to strengthening a “planning culture” within the EO, including assistance in the review of the SIEC Corporate Plan and the development of the EO’s annual operational plans;
- Support the review and upgrading of the EO operational procedures, ensuring not only their efficiency and transparency, but also warranting that all procedures promote the inclusion of sectors of society in the electoral process;
- Enhanced assistance in strengthening the procedures and training aspect of the electoral administration, with emphasis in improved operational training and production of training tools;

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<sup>15</sup> SECSIP II graduate programme assisted in the identification of human resources needs. The functions performed by graduates were recognized as needed and that therefore the staffing structure should be expanded with the establishment of new permanent positions. For example, a Deputy Director Operations post was established after the graduate programme had included 2 Field Operations graduates and this position was subsequently filled by a former graduate (woman). In this context, the graduate programme assisted to present and justify additional new SIEO posts which have now been approved. Due to a recruitment freeze imposed by SIG, these new posts are expected to be temporarily filled in by the SECSIP III graduates. In due course, when recruitment procedures return to normal, it is expected that these positions already established in the staffing structure will be included under the SIEO budget and this will enable the recruitment processes to fill these positions.

- Support operational planning and implementation of preparation and conduct of any electoral events included in the next electoral cycle, including the next national general elections and any provincial elections taking place during the period;
- Support the consolidation of the process of codifying and digitalizing institutional memory and all knowledge and information within the SIEC/EO;
- Formalize the SIEC administrative procedures (Board of Commissioners);
- Support of development and formalization of the SIEC regulatory, through the issuing of SIEC internal regulations;
- Provision of technical, financial and logistic support to SIEC/EO capacity-building activities, including planning and evaluation workshops;
- Continued support to improving the SIEC/EO infrastructure, including warehousing space (including assistance in resolving the issue of land owning where the current EO is located);
- Support the development and implementation of appropriate data management policies and protocols prioritizing data security, access, recovery; this includes considering possible synergies with relevant state-owned institutions and other aid providers to facilitate the production and implementation of such policies;
- Assistance in consolidating a systematic approach of the SIEC/EO to public outreach, improving relationship and communications with various electoral stakeholders;
- Continued assistance on the review and implementation of the Solomon Islands Electoral Office Policy on Gender and Social Inclusion and its corresponding action plan, supporting gender mainstreaming at all levels of the electoral administration (including gender sensitivity in all aspects of electoral regulations, operational procedures and administrative matters and developing instructions on recording gender-disaggregated data on all major aspects of the electoral administration);
- Strengthening networking with world electoral authorities, in particular in the region.

### **Output 1.2: *Integrity, Accuracy and Sustainability of the Voter Register Enhanced***

Possible indicative activities for this output include:

- Assistance in improving EO's technical resources, systems sustainability and stimulating national ownership;
- Supporting EO's capacity building in ICT related components to ensure BVR's sustainability and cost-effectiveness;
- Support in identifying challenges and possibilities in regards to continuous voter registration;
- Support in the establishment of electoral offices in the provinces for the purposes of implementing continuous voter registration (including procurement of IT equipment);
- Support in the planning and implementation of continuous voter registration activities during the project period;
- Support in development and rollout of training for officials at the provincial level in matters related to continuous BVR and the maintenance of the voter register;
- Support in the creation of synergies with relevant state-owned statistics institutions (such as ICTSU, Civil Registry, statistics agencies) in order to promote intra-governmental cooperation on data exchange with a view to have efficient processes towards the digital transformation and improvement of data accessibility and security;

- Promotion and assistance to adopt inclusive measures at all levels of planning to ensure equal opportunities to men and women to participate in continuous voter registration implementation (e.g., as trainers, officials) and in the maintenance of the voter register;
- Support in the operational planning and implementation of voter registration to safeguard the inclusion of all sectors of society in the process, focusing on youth, women, people with disabilities, population in far remote places and any marginalized group.

**Output 2: Capacity of national authorities and local networks to provide voter information and awareness and to encourage civic engagement strengthened**

This output aims to support more effective and sustainable efforts to implement voter information, awareness-raising and education, with the longer-term goal of supporting more informed participation by all electoral stakeholders. Activities will strengthen both the capacity of the SIEC/EO and PPC/ORPP<sup>16</sup> to plan, implement, monitor and evaluate awareness efforts, as well as supporting the establishment of productive partnerships with civil society, the media and other government agencies to roll out more efficient and sustainable voter awareness and civic engagement initiatives. Special efforts will be made to ensure more inclusive electoral processes, with a focus on women, youth, people with disabilities and populations living in remote areas.

In the past, SECSIP has implemented a number of activities in regard to this output. In 2020, SECSIP supported the EO to develop the draft 2020-2023 Voter Awareness Strategy and outreach materials to use for voter awareness, as well as the adaptation of these methods to manage and mitigate COVID-19 risks. SECSIP has also supported the EO in the organization of trainings for those media professionals applying to be accredited to cover various elections. Despite the previous support, and successful achievements of the EO, it is apparent that the area of voter awareness and encouraging civic engagement requires continued assistance. Of course, the SIEC/EO and PPC are very much responsible for voter information and can substantially contribute to raising electoral awareness in partnership with various CSOs and community-based organizations, media professionals (including Media Association of Solomon Islands, MASI) as well as other government agencies. Additionally, they can play a guidance and leadership role in the work of CSOs, community-based organizations and other government agencies (in particular to ensure content and materials are correct and appropriate). The establishment of productive partnerships is essential in the development and implementation of effective awareness and information strategies, and even more if long-term voter education is desired as an important means to enhance electoral quality and democratic governance in the country.

Possible indicative activities for this output include:

- Capacity building of manpower, primarily in the EO but also in the PPC staff, to deal exclusively with public outreach initiatives;
- Support the design and implementation of awareness raising campaign for PPC;
- Conduct assessment broken down by province on civic/voter understanding and how different communities prefer to access information;
- Provide advice on development of thematic strategies for media and social media, public relations, civic and voter education;
- Maintenance and consolidation of the EO website as an online archive and information management system for the office;

<sup>16</sup> The Office of the Registrar considers developing an awareness strategy which targets youth as a priority.

- Continuous cooperation with media outlets to contribute to quality media reporting, including training workshops and evaluation/lessons-learned activities;
- Support to the strengthening of the human resources capacity of the EO's Media and Voter Awareness Unit;
- Support the establishment of productive partnerships between the electoral authorities and the Ministry of Education, Human Resource and Development (MEHRD), Ministry of Women, Youth, Children and Family Affairs (MWYCFA), CSOs, community-based organizations (including religious/faith groups), women's rights organizations (WROs) and advocates, media and other government agencies in order to promote continuous, longer term voter awareness and education and encourage civic engagement;
- Support the EO to develop, produce and distribute voter awareness and public information messages and materials on the electoral process;
- Encourage the EO to use new technologies in the production of voter awareness and information material, targeting the youth in particular;
- Establish strategies for enhancing SIEC/EO capacities of achieving awareness results in the medium- and long term, not necessarily linked to the electoral events;
- Support the establishment of partnerships between the SIEC/EO with other government agencies and CSOs to conduct long-term and continued initiatives in terms of civic and voter education;
- Support the design and presentation to the SIEC of the 2020-2023 Voter Awareness Strategy including capacity building support;
- Support the EO in the identification of actions for the strengthening the inclusiveness in voter awareness activities specially to include youth, PWD and women;
- Engagement of CSOs and community-based organizations (particularly groups representing youth, women, people with disabilities and religious groups with presence at grass root level) to contribute to voter awareness raising and electoral monitoring activities;
- Engage with, and support, initiatives that create support to the introduction of special temporary measures to increase women's political participation;
- Assist the EO in all provinces in coordinating stakeholder forums and events with a view to enhancing voter awareness and civic engagement;
- Assist the EO in ensuring that its voter information messages are consistent and easy to transmit;
- Support the EO in ensuring gender mainstreaming in its communication and information strategies;
- For each activity, ensure that women and minorities are considered when conducting surveys, designing campaigns and developing messages;
- Support awareness activities targeting youth and people with disabilities;
- Support targeted awareness campaigns on the importance of voter registration and the exercise of voting rights in elections, on inclusive political participation and gender related aspects;
- Support awareness-raising on the scope of mandate of the PPC and the importance of political parties, both in terms of designing an awareness strategy and supporting its implementation.

### **Output 3: Legal Electoral Framework Improved**

This output aims to support electoral reform initiatives, including by strengthening the capacities of the SIEC/EO, PPC/ORPP and Electoral Reform Task Force (ERTF) to develop viable proposals for electoral reform. This could include further reforms to the legal framework with a view to ensure

consistencies and solidity of legal provisions with current operational challenges and opportunities. Technical reforms may also be supported, for example, with respect to the possible synchronization of elections, to enable further reforms such as continuous registration, expansion of pre-poll services and out of constituency voting. Law reforms will also be explored to update the electoral legal framework to promote inclusiveness of women, youth, persons with disabilities and far-to-reach populations. As part of the Government's overall fundamental programme, SECSIP will support implementation of follow up initiatives on electoral reforms including alternatives on electoral systems and options for the introduction of temporary special measures (TSM).<sup>17</sup>

Possible indicative activities for this output include:

- Provision of technical advice to undertake research and assist in drafting modifications to the electoral legal framework;
- Support and advice on the review of the Electoral Act or subsidiary legislation to further develop the scope of duties of the electoral authorities;
- Support of national consultations and dialogues during the formulation phase of electoral legal reform with key stakeholders, including women and youth, at national and provincial levels;
- Support analysis and discussions on inconsistencies between the legal provisions and current operational practices, to ensure coherence between the legal framework and electoral administrative and operational practices;
- Support consultations and legal advice for the harmonization of legal provisions governing all electoral processes (national, provincial and local), now under a SIEC mandate;
- In particular, provision of assistance in the identification of modification of current legal provisions to ensure a sustainable BVR system;
- Additionally, support to public discussions and legal debate in order to clarify the notion of "ordinarily resident", including for both national and provincial elections (including the impact of possible out-of-constituency voting modalities);
- Support of the legal review from the perspective of addressing barriers that negatively impact on the participation of women, youth and people with disabilities and promoting discussions on these issues, including by presenting international comparative experiences;
- In particular, support promotion and public discussions of electoral reform initiatives to include provisions to enhance representation of women in both provincial assemblies and the National Parliament, and to promote special measures to encourage women candidates in the country;
- If requested by national authorities, support a process of consultation and discussions around possible alternatives to the existing electoral system, by bringing international comparative experiences.

#### **Output 4: Women's Political Participation and Leadership Around the Country Enhanced.**

Despite some small improvements, much still needs to be done to enhance women's political participation. The scope of support efforts should not be limited to women candidates as potential members of the national parliament and provincial assemblies, but also to raise the profile of women in public life, at all levels. The EO can collaborate on this output, but the Project will also engage with a wider group of government agencies and civil society organizations (CSOs).

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<sup>17</sup> Provincial Assemblies of Western, Central, Malaita, Makira, Isabel and Temotu have signed off on the TSM resolution document expressing their support to the introduction of TSM at provincial assembly level.

Most of the indicative activities proposed for this output are continuation of the initiatives implemented in SECSIP II, with the corresponding adaptation to the current circumstances. As stated in previous SECSIP efforts, work in this output needs to have a long-term perspective, maintain continuity beyond the elections and be multi-faceted. While important work has been done, it is essential to build on progress made and ensure the dynamics created become stronger in the coming years. The work of this output is complementary to the gender mainstreaming activities in the electoral administration of output 2 and the efforts in regard to voter awareness of output 3. Additionally, activities in this output can complement efforts to encourage electoral reform initiatives to include provisions to enhance representation of women in both provincial assemblies and the National Parliament, and to promote special measures to encourage women candidates in the country.

#### Indicative Activities:

- Continued engagement with secondary schools and media on women's leadership and grants to CSOs for diverse activities towards expanding women's engagement in and leadership through electoral politics;
- Continued work on motivating and promoting potential women candidates to both the national and provincial parliaments, to be implemented throughout the electoral cycle well before the electoral events and afterwards, not just with winning candidates but also with unsuccessful candidates);
- Continuous Support to platforms for women networks such as Women Support Network established by SECSIP to promote women's leadership and advocate for temporary special measures (TSM) for women;
- Continued work with the PPC and political parties advocating and assisting the promotion of women's active participation in the structure and practices of political parties (including nomination of candidates);
- Through the Outstanding Women initiative, continued outreach, public awareness and capacity-building activities (including training) in order to increase women leadership skills and knowledge (to be noted, there are thoughts on making the "Outstanding Women" initiative, as a stand-alone UNDP project);
- Work with media to sensitize and advocate, through outreach and training efforts, "fair" and even coverage of women candidates and public officials;
- Through all this output's activities, promotion of country-wide networking of women organizations and leaders;
- Continued support regional engagement and networking in relation to efforts related to enhance women political participation in the South Pacific;
- Support other SECSIP efforts in gender mainstreaming in the corresponding activities of outputs 1, 2 and 3.

#### ***Resources Required to Achieve the Expected Results***

The project resources required to achieve the expected results can be categorized into financial, technical and managerial categories. The financial resources, as indicated on the cover page, are estimated at US\$10, 25 million, delivered over three and a half years, from July 2021 to December 2024. Of this, it is anticipated that US \$9.5 million would be allocated to project costs (Outputs 1 to 4 inclusive of programming and technical advisory costs, including through Project staff) and USD \$750,000 for UNDP's General Management Services fee (calculated at a standard rate of 8%). UNDP estimates that its contribution will be US\$ 200,000 (to be confirmed). The proposed budget is based on the discussions maintained so far with the national authorities and attempts to reflect the



indicative activities and timelines under discussion at this stage. The proposed budget allocations for 2022 and 2023 focus on workshops, training and coordination activities to prepare for elections that UNDP currently assumes will be held in 2024. Expenditures will likely become more intensive in 2023 and early 2024 as the project will support election-related procurements, as well as voter education and awareness in the months leading up to the election. In the past, interventions in support to women political participation and leadership have tended to be intermittent with more intense efforts in the lead up to the elections, but SECSIP III envisages a more even distribution of resources to enable continuous support throughout the project's duration.

Resources in terms of staff time will be required from SECSIP III and additional inputs and expertise from electoral stakeholders. Management services, financial management services, human resources, administration and procurement management services of the UNDP Country Office and the UNDP Pacific Office in Fiji will be required to achieve the expected outputs and outcomes of the project.

In addition, engagement of technical experts and individual contractors will be required. These resources are embedded within the project activities and will be defined further in the annual work plans. Additional resources from partnerships with other electoral management bodies in the region and beyond will be sought as expert resources in ensuring that project results are based on cutting-edge knowledge and international best practices.

### ***Partnerships***

SECSIP III is a strategic investment for development partners as it leverages UNDP's existing relationships of trust with crucial partners such as the SIEC/EO and PPC, which will enable implementation to proceed at pace and without wasting time and funds setting up new project systems and employing new project staff. SECSIP will endeavour to obtain synergies and to prevent duplication of efforts. Accordingly, SECSIP III envisages to continue building/establishing partnerships and collaboration mechanisms with governmental, civil society and international actors<sup>18</sup> to maximize impact and cost efficiency. To this end, under the leadership of the Chief Electoral Officer (CEO) of the EO, SECSIP III will particularly intensify collaboration and coordination efforts with international and regional electoral partners, including through Pacific South-South exchanges as well as partnership with the AEC, IFES and NDI<sup>19</sup>.

UNDP SECSIP has remained in Honiara with uninterrupted physical presence since its inception and is already co-located at the EO. An Australia-funded technical adviser is already in position (during 2020 he provided remote assistance) and the project can continue to leverage existing partnerships with the Australian Electoral Commission (AEC) and the International Foundation for Electoral Systems (IFES) funded by USAID.

It is expected to continue and expand partnerships<sup>20</sup> with the Ministry of Education and Human Resource (MEHRD), Ministry of Women, Youth, Children and Family Affairs (MWYCFA) and with civil

<sup>18</sup> During phases I and II, SECSIP collaborated with other UN actors including UN Women, UNICEF and with other UNDP projects based in Solomon Islands and in the Pacific region. With a view to enhance impact particularly on outputs where civil society are the end beneficiaries, SECSIP III intends to continue and expand such collaborations with UN organizations as well as with non-UN actors.

<sup>19</sup> UNDP organized a round-table discussion on 29 March 2021 to discuss the priorities for the next phase. Bilateral assistance providers were invited. SECSIP has also held bilateral discussions with AEC, USAID, IFES and NDI.

<sup>20</sup> Mechanisms for partnerships and collaborations may include, in compliance with UNDP policies, Low Value Grants, Memoranda of Understanding, Letters of Agreement or Innovation Challenge Funds.

society entities including Provincial Councils of Women (PCWs)<sup>21</sup>, Young Women Christian Association (YWCA), Association of People With Disabilities (PWD), youth organizations and other groups.

SECSIP III will encourage partnerships with other statutory bodies and institutions, particularly with the agencies of integrity which oversee functions, processes and service delivery of Solomon Islands public institutions and provide accountability mechanisms to address grievances that may relate to the management of elections. In addition to the partnership of the SIEC with the Royal Solomon Islands Police Force (RSIPF) with which the SIEC signed a Memorandum of Understanding in 2018, collaborations with the Office of the Auditor General (OAG)<sup>22</sup>, Solomon Islands Independent Commission Against Corruption (SICAC) and the Office of the Ombudsman of the Solomon Islands (OOSI) can be explored.

### ***Risks and Assumptions***

While the SECSIP III will make every effort to build on existing activities to ensure strong results, nonetheless, in a politically sensitive area such as elections there are still a number of risks that may affect the project's success. Most notably, if the Parliament decides to extend the current term, it will be important to address public resistance to the delay, if they do not understand or distrust the reasons given for the extension. No matter whether the elections are held in 2023 or 2024, it remains a fact that the EO has suffered from resource constraints since its establishment. Chronic under-funding has been aggravated by the adverse impact on the SIG's financial status by the global COVID19 pandemic. Despite budget restrictions however, the SIEC's mandate, under the 2018 *Electoral Act*, has been expanded to include the preparation and conduct of provincial and local (Honiara City Council) elections. Without sufficient resource, implementation of that new mandate will be difficult. In any case, Solomon Islands has always been a challenging environment in which to conduct elections.

It will also be necessary to address issues regarding synchronization of national and provincial elections' and adjust timelines accordingly (particularly for Choiseul and Western Province whose terms end in 2022, because the *Provincial Government Act* enables the extension of their term for one year which may have flow on problems down the track). Ideally, the SIEC will be provided sufficient time to respond to any reforms or changes to timelines, but the Project will also support Election Commissioners to engage with Government officials to keep close watch over how reforms are tracking. Those relationships will also be leveraged in support of electoral legal reforms, but again, these reforms will have political implications that will also need to be managed. UNDP's close working relationships with SIEC officials will largely address the risks of SIEC officials stalling project implementation, but activities with the PPC and ORPP will also need careful relationship management. The last major risk relates to inclusion – while the government of the Solomon Islands has made numerous commitments to more inclusive governance, nonetheless, there remains

<sup>21</sup> From its inception, SECSIP identified the PCWs and YWCA as key partners for the implementation of the Outstanding Women initiative. It is envisaged that arrangements through Low Value Grants will continue to be articulated in support of this collaboration. Given the logistical challenges to implement the OW activities and the previous satisfactory partnerships, it is deemed that PCWs and YWCA are placed in the best position to deliver the envisaged activities.

<sup>22</sup> Under the Political Parties Integrity Act, political parties have to submit to the PPC/ORPP their statements of accounts on quarterly and annual basis. Under the Electoral Act candidates have to submit, within 90 days after the publication of election results, their statements of accounts detailing campaign expenses to the Chief Electoral Officer. In this context, strengthening the collaboration between PPC/ORPP and SIEC/SIEO will contribute to implement those legal provisions enhancing the mandates and overall accountability duties and credibility of electoral actors.

political and cultural resistance to electing women and young people that may still impact on the Project's ability to promote more inclusive elections and political parties that include women, young people and people with disabilities in their processes. Nevertheless, ground-work has already been established and it is necessary to build on progress made and not allow (as in the past) the momentum built to be wasted.

A risk log is included in the annexes.

### ***Stakeholder Engagement***

The main target groups of SECSIP III include the SIEC and the EO, who are deeply conscious of the benefits of the UNDP electoral assistance project and have requested its continuation. Relations between the project and the SIEC/EO are cordial and productive. The same can be said of the PPC and ORPP, which influence the relationship with political parties. SECSIP has maintained constant and helpful coordination with other relevant government agencies, including the MEHRD, MWYCFA, MPGIS and RSIPIF. Collaboration with other public institutions, particularly with SICAC and OAG will be explored.

Additionally, a vast array of stakeholders was approached and consulted during the first two phases of the project, including women's groups, youth organizations and representatives from different geographical areas of the Solomon Islands<sup>23</sup>. The project seeks to be as inclusive in its implementation and outreach as possible and will continue to identify civil society organizations and groups to establish partnerships particularly through Low Value Grant Agreements and other UNDP mechanisms. Efforts at strengthening the electoral authorities' public outreach, as well as voter awareness and information, will also help promote engagement from the general public. A specific focus on gender is a part of all outputs.

### ***South-South and Triangular Cooperation (SSC/TrC)***

As was the case during SECSIP I and II, and cross all four outputs, SECSIP III will also assist promote South-South exchanges and will support electoral authorities to continue to have effective and beneficial links to other regional and international electoral authorities and professional networks, that have proven to be extremely helpful in the past<sup>24</sup>. The new phase of the project contemplates continued work and cooperation with regional electoral authorities, such as the EMBs from Fiji, Vanuatu, Australia and New Zealand. Some of the capacity-building activities (such as BRIDGE trainings) are cost-effective only if done at a regional level, given the lack of "critical mass" in many of the EMBs in the region. The Pacific Islands and Australia and New Zealand Electoral Authorities (PIANZEA) network has also supported peer-to-peer exchange of knowledge on elections in the region.

UNDP also brings its global network and will link broader global experience with the Solomon Islands context where appropriate. Enhanced cooperation will also be sought with the Pacific

<sup>23</sup> SECSIP collaborations with civil society partners have included the CSO umbrella organization Development Service Exchange (DSE), the National Council of Women (NCW), Provincial Councils of Women, Women Rights Action Movement (WRAM), TEFILA Hearts of Hope, Young Women Christian Association (YWCA), Friends of the City, Melanesian Board of Mission (MBOM) and other religious/faith groups, Pacific Youth Forum Against Corruption Solomon Islands (PYFACSI) and theatre groups such as Dreamcast and Stages of Change.

<sup>24</sup> Examples of past South-to-South cooperation include study tours to Samoa and Nepal and participation in regional conferences in Fiji and Vanuatu.

Islands Forum (PIF) the region's main political and economic policy organisation, and the Melanesian Spearhead Group (MSG) an intergovernmental organization composed of Melanesian states.

### ***Knowledge***

UNDP Solomon Islands works closely with the UNDP Pacific Office and Bangkok Regional Hub Innovation Teams and will draw on them for the benefit of SECSIP III, during the design process. In particular, the project will look at how to effectively innovate for the benefit of voter awareness and outreach activities. Online tools increasingly have the capacity to efficiently engage and educate voters and other stakeholders; increasing smart phone penetration in Solomon Islands means that the time is ripe to harness such new technologies and approaches. Online polls and surveys can quickly and cheaply tap into community sentiments and social media can be a cheap way of facilitating advocacy on issues like TSMs and even rolling out education, including through short videos.

SECSIP III will have a four-pronged approach to project knowledge products in support of the theory of change. Firstly, the coordination and sharing of information across the electoral administration and management stakeholders provides the opportunity to generate sector wide reports and develop macro-level knowledge products, such as outreach materials and legal reviews and analysis. Second, building on the knowledge products developed and published through the previous SECSIP phases, to further publish electoral procedures, systems and disseminate these widely to relevant stakeholders. Thirdly, the established relationships with civil society, including the organisations representing women, youth and people with disabilities, will allow for publication of inclusive friendly and responsive materials. Fourthly, communication and media materials, informed by the project's communication and visibility plan.

### ***Sustainability and Scaling Up***

The Solomon Islands electoral authorities, in conjunction with the other key related institutions (such as the Office of the Prime Minister, the Ministry of Home Affairs, the Ministry of Provincial Government and Institutional Strengthening) have led the initiatives undertaken during SECSIP I and II, and it is envisaged that this leadership will continue in this phase of the project. The SIEC and the EO, as well as the PPC and ORPP, are committed to maintaining ownership of the project design and the activities to be carried out in order to fulfil the outcome of the project. This high level of ongoing national ownership will be ensured throughout the implementation of the project during the conduct of activities, coordination meetings and the Project Board.

The project design has a focus on continued capacity-consolidation electoral authorities and other stakeholders with a view to enhancing delivery of elections in the Solomon Islands. Strengthening national ownership of the various electoral operations, in particular the continuous registration through biometric technology, is one of the products emphasized during the project design. The Results Framework includes output indicators directly linked to institutional capacity and also provides for the regular collection of data and monitoring in relation to strengthened national capacity.

National systems will be utilised as much as possible. The project will link closely with the government of the Solomon Islands processes of reporting on development results and against SDG indicators.

#### IV. PROJECT MANAGEMENT

The main project governance and oversight mechanism will be the Project Board, which is the main decision-making body during the life of the project. The Project Board will include representatives of main beneficiary institutions, namely electoral authorities (SIEC, EO) as well as representatives of "suppliers" to the project, namely donors such DFAT and the UNDP itself. Other national officials can be invited to attend as deemed appropriate. This may include senior public officials and civil society representatives. The Project Board will meet at least twice a year and adopt decisions by consensus. The Project Board provides a key opportunity for the various stakeholders and development partners to provide strategic guidance over the project, to provide oversight over finances and to make recommendations to UNDP/the project team in relation to value for money, transparency and efficiency. Additionally, specific electoral coordination mechanisms will be activated to facilitate more structured cooperation amongst electoral stakeholders during the course of the Project. The CEO will be supported to convene technical coordination group to discuss strategic issues on a regular basis including risks and risk management arrangements.

Given the small size of the EO, it is a lesson learned from previous phases that it is important not to overwhelm the Office with too many resources or permanent outside advisors. The experience of the last two phases of SECSIP shows that while continuous support is important, the presence of international advisors should not overshadow local personnel, as this could inadvertently undermine local ownership and may result in capacity-substitution instead of capacity-building. To address this, it is proposed that a consistent level of support would be provided through a small technical Project Team, prioritizing engagement of national staff. The project staff should remain co-located with the EO. UNDP notes with appreciation the continuous in-kind contribution of office space for SECSIP staff provided by the Solomon Islands authorities since the commencement of the first phase of the project in 2013.

The proposed Project Team structure includes an international Chief Technical Adviser (CTA) who would also carry the role of Project Manager, supported by a Deputy Project Manager. On a day-to-day basis, the CTA/Project Manager would run the project on behalf of UNDP within the constraints laid down by Project Board and in accordance with UNDP Program and Operations Policies and Procedures (POPP). The proposed project structure would also include a Deputy Project Manager and dedicated staff for Project Finance/Administration, Procurement -procurement in electoral projects can be quite intensive and time-bound particularly in the lead up to the elections- and for Monitoring and Evaluation. Given the importance of women's political participation and leadership and inclusion more generally, it is also recommended that the project structure includes a national Gender and Social Inclusion Adviser and a Communications expert to enhance visibility of project actions and the support of international development partners. At critical periods and/or at the request of the electoral authorities, short-term technical experts (ICs/IPSA/NPSA) can also be recruited to provide specialised services/advice (i.e. on electoral operations, electoral results data management, graphic design, legal drafting, administration, finance and secretariat support).

Implementation arrangements can also include a reinstatement of the Graduate Program (see indicative activities under Output 1) which was used in SECSIP I and II and very effectively brought in new blood to the EO who could be trained and mentored to grow into future middle and senior managers. In order to improve sustainability, the timeline of the Graduate Program could run in parallel to the project period, and it would be advisable that is jointly designed with the beneficiary institutions and public authorities including the Ministry of Public Services, whose long-term support would be necessary if graduates were to eventually be put on the public service payroll. It should be articulated taking into account flexibility to cater for the needs and requirements of the beneficiary

organizations. In line with UNDP policies, women candidates will be encouraged to apply and it is expected that 50% of the graduate positions will be filled by women.

UNDP Solomon Islands is also based in Honiara and is therefore well-placed to provide ongoing strategic advice and high-level political support to the project including in aspects in connection with the electoral reform. Experience has shown that progressing law reform in Solomon Islands benefits from close accompaniment at both official level and higher political levels. Additionally, UNDP Results Management Unit will ensure that feedback on project progress and risks is adequately considered and reflected in programming adjustments and remains in alignment with UNDP in-country and regional priorities.



RESULTS FRAMEWORK

<p><b>Intended Outcome as stated in the UNDAF/Regional Programme Results and Resource Framework:</b></p> <p><b>Intended Outcome as stated in the United Nations Pacific Strategy (UNPS) 2018-2022:</b></p> <p><b>Outcome 5:</b> Governance and Community Engagement- By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.</p> <p><b>Outcome 2:</b> Gender Equality: By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and treatment in social, economic and political spheres, contribute to and benefit from national development and live a life free from violence and discrimination.</p>	<p><b>Outcome indicators as stated in the Results and Resources Framework, including baseline and targets:</b></p> <p>Applicable Output(s) from the UNDP Strategic Plan 2018-2021 and SRPD 2018-2022:</p> <p>The Project falls directly under the UNDP Strategic Plan (SP) 2018-2021 and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls.</p> <p>The Project also falls directly under the sub-regional programme document for the Pacific Island Countries and Territories (SRPD) (2018-2022) Output 5.3. More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice: people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice.</p> <p><b>Applicable Sustainable Development Goals (SDGs) and relevant targets</b></p> <p>SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>Target 16.6: Develop effective, accountable and transparent institutions at all levels.</p> <p>Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels; and</p> <p>Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.</p> <p>SDG 5: Achieve gender equality and empower all women and girls</p> <p>Target 5c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>
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OUTPUT INDICATORS		DATA SOURCE	BASELINE		TARGETS (By frequency of data collection)					Data collection methods and risks
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1: Institutional and Operational Capacities of the Electoral Authorities Strengthened										
Output 1.1: Overall strengthening of the institutional and operational capacities of the electoral authorities (SIEC, EO and PPC)										
Gender marker: 2										
1.1.1 Electoral authorities (at national and provincial levels) have improved administrative and human resources capacities to fulfil mandate 1 = Office set up with equipment 2 = Office set up & staff partially improved 3= Office set up & staff capacity substantially improved 4 = Office set up & staff functioning effectively	Project procurement & distribution logs Training reports Monitoring reports	SIEO = 3 Provinces = variable	2021	2	3	3	4		Direct observation Project monitoring reports Pictures of infrastructure, equipment, functional offices, handover photographs Interviews with senior managers re capacity of staff <b>RISKS:</b> Establishment of Provincial EOs stalled by Govts +staff turnover reduces quantifiable impact of training + staff trained but unwilling to apply new knowledge	
1.1.2 Electoral Commission adopts regulations to harmonise provincial legal frameworks with national Electoral Act 1 = Existing regulations analysed and recommendations produced 2 = SIEO discuss recommendations with provincial counterparts & agree on revisions 3= Electoral Commission endorses approach & drafting instructions sent by SIEC to AGs 4 = Regulations published in Gazette	Regulations/procedural manuals Official SIEC and SIEO Minutes	Electoral Act passed but relevant provincial electoral rules not aligned	2021	1	2	3	4		Review of documents supplied by SIEC and SIEO <b>RISKS:</b> Regulations drafted but not enacted + operational procedures drafted but not endorsed + operational procedural endorsed but not followed by staff	

1.1.3 Progress implementing SIEO GESI Policy 1 = GESI policy endorsed 2 = 20% implemented 3 = 40% implemented 4 = 60% for more implemented	GESI Policy implementation progress reports Documents generated in support of GESI policy	GESI policy drafted but not endorsed	2021	1	2	3	4	Document review Interviews <b>RISKS:</b> Funding insufficient to roll out + SIEO staff resist GESI principles + gender expertise hard to find within Solomon Islands
<b>Output 1.2: Integrity, Accuracy and Sustainability of the Voter Register Enhanced</b>								
<b>Gender marker: 2</b>								
1.2.1 Proportion of additional eligible voters who are registered to vote, disaggregated by sex, age, and location (to be done more regularly, with the goal of continuous registration) increased by 20% (out of which 30% of new entries is expected to correspond to eligible voters under 35 years of age).	SIEO reports	Male/female = 51/48 2014 = 287,562 2019 = 359,523 (increase = 25%)	2021	-	20% increase	-	20% increase	Review of voter registry data <b>RISKS:</b> Natural disaster or COVID19 impacts ongoing voter registration
<b>Output 2: Capacity of national authorities and local networks to provide voter information and awareness and to encourage civic engagement strengthened</b>								
<b>Gender marker: 2</b>								
2.1 Voter Awareness Strategy 2020-2023 implemented 1 = Strategy endorsed 2 = 20% implemented 3 = 40% implemented 4 = 70% for more implemented	SIEO reports Reports from Strategy partners Project progress reports	Strategy drafted but not endorsed	2021	1	2	3	4	Review messages & communication materials produced Review KAP survey results (see below) <b>RISKS:</b> Reaching out to voters across the country impeded by lack of funding / natural disasters / COVID19 restrictions

2.2 Number of education/awareness products targeted towards improving voter understanding and participation of women, people with disabilities and excluded groups 1 = Voter education manual designed to be sensitive to gender, PWD and youth issues 2= At least 1 product for women + 1 product for younger voters 3 = Key messages translated into sign language + at least 2 products for women + 2 products for younger voters	Project progress reports Education / awareness products	Voter Ed Manual developed but needs to be updated	2021	1	2	2	3	3	Review of education/awareness products <b>RISKS:</b> Insufficient support from SIEO or partners to produce or rollout targeted products + insufficient gender awareness amongst partners to utilise products
2.3 Number of partnerships established between SIEO, government agencies, media and civil society to channel voter awareness and information messages in a timely and inclusive manner. -With breakdown of partners engaged taking into account target audience groups particularly youth (ie MEHRD), women (i.e MWYCFA, CSOs and women rights advocates) and PWD (Association of PWD SI)	MOUs / funding agreements with partners Progress reports from partners	Developed partnerships prior to 2019 election – will need to revive	2021	4	4	4	4	16	Review of partner funding documents and progress reports <b>RISKS:</b> Finding enough partners with strong technical / operational capacities to roll out effective messaging
2.4 Increase in voter awareness of electoral processes and basic democratic norms, with data disaggregated by sex, age and location 1= above 15% 2= above 30%	KAP Telephonic/SM S surveys	KAP survey undertaken in 2015 and 2019	2021	-	1	-	2	2	Rollout KAP survey end 2022 and 2024 (survey has run 2015 and 2019 so far) Monitoring data provided by civic education partners <b>RISKS:</b> Insufficient funding for KAP survey + natural disaster/ pandemic impacts survey reach

<b>Output 3: Legal Electoral Framework Improved</b>									
<b>Gender marker: 2</b>									
3.1 Electoral Reform Taskforce (ERTF) produces at least 2 practical reform proposals (e.g. on electoral system + TSMs) drawing on technical advice from Project	Task Force on Electoral Reform reports Proposal documents	2021	-	1	-	1	2	Review of documents <b>RISKS:</b> National stakeholders (e.g. SIEC, Govt Ministers, MPs) resistant to electoral system reform and TSMs	
3.2 Number of electoral reform measures debated by Cabinet and/or Parliament	Cabinet minutes Parliamentary Hansard	2021	-	1	1	2	Review of documents Interviews with MPs, senior officials and/or parliament staff <b>RISKS:</b> Political instability or division impede reform discussions		
<b>Output 4: Women's Political Participation and Leadership Around the Country Enhanced</b>									
<b>Gender marker: 3</b>									
4.1 Percentage of women candidates (and/or campaign staff support staff) who run in the NGE and provincial elections who participated in Project activities  1 = 60% of all women candidates at the NGE participated in at least 1 Project activity  2 = 30% of all women candidates involved in provincial elections participated in at least 1 Project activity	2019 NGE-26 women candidates (7.8% of total number of candidates) SIEC data on candidate registration	2019 NGE & Makira by-elections: 27 women candidates and 26 campaign managers participated in candidate schools. Provincial: 2 women 2020 by-elections: 7 women & campaign managers	2021	-	1	2	1+2	Data analysis Interviews with candidates (to qualitatively assess extent of UNDP contribution to their decision) <b>RISKS:</b> Women don't stand as candidates despite training for a variety of social, economic, political reasons	

4.2 Number of voters voting for women candidates at the NGE increased by 30%	SIEC voting data	Number voting for women 2014 = 7,043 2019 = 13,935	2021	-	18,115 NGE votes for women	-	-	Minimum 18,115 NGE votes for women	<i>Data analysis</i> <b>RISKS:</b> Despite Project education activities, voters still don't choose women candidates
4.3. Number of OW participants who organise community public dialogues on key community development issues (ie legal, economic empowerment, social inclusion, health, education, environmental) 1 = More than 10 OW participants 2 = More than 25 OW participants 3 = More than 40 OW participants 4 = More than 50 OW participants	Reports from OW participants Photos Feedback collected after dialogues	OW participants started dialogues under previous Project – since May-July 2021, two dialogues run	2021	1	2	3	4	4	Project monitoring reports Interviews with civil society organizations and community leaders KAP <b>RISKS:</b> Reaching out to voters across the country impeded by lack of funding / natural disasters / COVID19 restrictions Insufficient support from partners (PCW, schools, MEHRD)
4.4 Number of OW participants who develop a Project proposal supported by their community for submission to Government	Project proposal Record of community consultations Reports from OW participants Govt decision documents, if relevant	Some proposals developed under previous Project + 1 funded by Govt	2021	1	1	2	2	6	Rollout KAP survey end 2022 and 2024 with dedicated component to assess OW impact obtaining both quantitative and qualitative data Review of proposal and any decision documents Qualitative interviews with participants re proposal development process <b>RISKS:</b> OW participants supported by Project but still not active + communities not interested in engaging + local politic issues impede women

4.5 Schools across Solomon Islands where OW participants (including Provincial Council of Women) conduct session's raising awareness on women's leadership 1= at least 1 school in 4 provinces 2= 1 school in each of the 9 provinces 3= 2 schools in 3 provinces and 1 school in 6 provinces 4 = 3 schools in 2 provinces + 2 schools in 2 provinces + 1 schools in 5 provinces	Student & teacher feedback forms Reports from OW participants	Some sessions undertaken by OW participants in previous project	2021	1	2	3	4	4	Review feedback forms Review reports from OW participants KAP <b>RISKS:</b> Reaching out to voters across the country impeded by lack of funding / natural disasters / COVID19 restrictions Insufficient support from partners (PCW, schools, MEHRD)
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## V. MONITORING AND EVALUATION

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

M&E Activity	Purpose	Frequency	Expected Action
<b>1. M&amp;E planning and development</b>			
1.1 Design and finalization of a detailed activity level M&E Plan	Develop the M&E Plan, in alignment with the IRF, indicators and targets. The plan will identify immediate changes, intermediate outputs and expected end-of-facility outcomes <sup>25</sup> . It will include specific tools to enable project staff and partners (i.e CSOs, public agencies) to gather and collate data. All SECSIP III staff and experts are to become familiar with IRF and M&E plan, indicators, targets and reporting of evidence based results .	Completion within the first six (6) months from the roll out of the project.	Engagement of M&E expertise Training of project staff and implementing partners on M&E
1.2 Design and collect baseline data	Baseline data is collected as required by the IRF, incl. disaggregating data by sex, age and PWD (where available) as necessary. Set any remaining targets based on findings of baseline.	Within the first (6) months from the roll out of the project	Database developed in alignment with principles for Results Oriented Reporting
1.3 Create and maintain project level M&E database	Create databases for easy access and sorting (by different variables) of M&E data at output and activity levels, including a database with names/offices/sex/age of all workshop participants, trainees, study tour recipients, etc.	Within the first (6) months from the roll out of the project	Data to be entered on quarterly basis. Review of database templates/structure to be conducted on annual basis. Data/findings to be included in Results Oriented Annual Reporting (ROAR)

<sup>25</sup> Design of intermediate outputs and outcomes is to be consistent with UNDP Country Program Outcomes for the Pacific region (refer to footnote #13 on page 18) and with SECSIP III results framework (see summary results framework for SECSIP III on page 19).

<b>2. Project monitoring and learning</b>			
2.1 Monitor output, activity and subgrant level implementation	Monitor the implementation of all activities and subgrants for timeliness, programmatic effectiveness and efficiency, reporting, contribution to SECSIP III outputs and outcome, gender mainstreaming and adherence to terms and conditions of funding agreements. Undertake field trips as warranted.	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.
2.2 Analyse results and make programmatic adjustments	analyse information collected in monitoring, and the progress made against targets and baseline on a continual basis, identify problem areas or best practices and make appropriate adjustments to project activities, focus and approach as needed to strengthen activities.	Quarterly	Slower than expected progress will be addressed by project management.
2.3 Monitor and manage risks	Identify specific risks that may threatened project progress and the achievement of intended results. Maintain and update risk management log. Raise issues with project management and UNDP Governance as needed.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
2.4 Capture good practices, lessons learned and success stories	Ensure knowledge, good practices and lessons will be captured regularly.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
2.5 Collect end-of-project data	Ensure end of project data is collected and complete for all M&E indicators for evaluation, learning lessons and follow-on project design purposes.	End of project	Relevant information and data is prepared for final evaluation and lessons learned exercises.
<b>3. Documentation and reporting</b>			
3.1 Six-month performance reports	Provide to the Project Board a six-month report on the activities of the project by outputs/sub-outputs which compares progress against targets in the work plan, identifies constraints and actions taken to address constraints. Includes	Bi-annually	Areas of strength and weakness will be reviewed by project management and

	a summary table of quarterly and cumulative expenditures compared against approved project budget.		used to inform decisions to improve project performance.
3.2 Annual Reports	Summarize project implementation by outputs/activity result for the year and the progress made towards meeting annual targets in the M&E plan. Identify constraints and adjustments made in programming along with the summary of project expenditures for the year, previous years and cumulative totals.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
3.3 Final Project Board reports	In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>4. Opportunities for donor engagement with M&amp;E processes</b>			
4.1 Project Board meetings	The Project Board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. The SECSIP III Project Board will discuss progress, anticipated changes, constraints and lessons learnt. M&E data will be used to inform Board decisions on changes needed to improve project results. Donors will be on the Project Board and will have speaking and voting rights which can be used to encourage the Project to stay on track and align with donor's development priorities.	At least bi-annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
4.2 Audits	Regular project audits organized by UNDP to monitor use of financial assets of project. If DFAT is a donor, UNDP will share the audit terms of reference for review and inputs before it is finalized and commissioned.	Annually	Any implementation issues identified will be shared with the Project Board and proposals for resolving the issues will be made by project management.
4.3 Mid-Term evaluations	A mid-term evaluation of the Project will be undertaken to ensure the project is on track measuring progress and achievement of intermediate outputs towards expected end-	Midway into the project	Performance data, risks, lessons and quality will be discussed by the Project

	of-facility outcomes and recommending adjustments as needed, to guide the remainder of project. UNDP will share the evaluation terms of reference for review and inputs before it is finalized and commissioned. UNDP will also be given a copy of the evaluation once complete, via the Project Board.		Board and used to make course corrections.
Knowledge, Attitudes and Practice (KAP) surveys/Project monitoring surveys	Surveys to solicit feedback from citizens, government counterparts and women politicians on the knowledge, effectiveness and trust in the process	At least every 1.5 years	Assessment of the impact of the Outstanding Women of Solomon Islands initiative through a KAP focusing on behavioural science and gendered norms, practices for social change. KAP surveys on voter awareness in 2022 and 2024
4.4 Final evaluation	An independent external evaluation will be commissioned at end of project, in line with UN EAD and UNDP guidelines. UNDP will share the evaluation terms of reference for review and inputs with partners before finalized.	End of project	

## VI. MULTI-YEAR WORK PLAN <sup>2627</sup>

EXPECTED OUTPUTS	INDICATIVE PLANNED ACTIVITIES	Planned Budget by Year in US Dollars				PLANNED BUDGET	
		July -December 2021	2022	2023	2024	Description	Amount
OUTPUT 1 Institutional and operational capacities of the Electoral authorities are strengthened GEN 2							
1.1 Overall strengthening of the institutional and operational capacities of the electoral authorities (SIEC/EO and PPC/ORPP)	Design and implementation of a graduate programme for the hiring of national staff to expand the capacities of beneficiary institutions	30,000	95,000	95,000	90,000	Recruitment Salaries Workshops	310,000
	Support to the review of operational procedures/manuals of the beneficiary institutions including development of coordination and reporting guidelines enhancing inclusiveness and transparency	15,000	45,000	50,000	50,000	Workshops Travel Expertise	160,000
	Strengthen the coordination between different areas of the SIEC/EO including organization of workshops with HQ staff and temporary officials in the field	25,000	75,000	75,000	85,000	Workshops, Travel	260,000
	Support to the operational planning and implementation of electoral events (including procurement of electoral materials) for national general election, provincial assembly elections and by-elections throughout the next electoral cycle	30,000	120,000	125,000	110,000	Procurement of equipment /materials Workshops Publications Travel	385,000

<sup>26</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>27</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

1.2 Integrity, accuracy and sustainability of the voter registration enhanced	Identification and implementation of capacity building efforts including <b>South-to-South collaboration</b> (human, financial and material resources)	10,000	40,000	45,000	50,000	Staff professional development, Workshops/ Trainings Travel	145,000
	Provision of technical, financial and logistical support including planning and evaluation tools for lessons learned and monitoring and evaluation exercises	30,000	65,000	70,000	75,000	Workshops Publications Expertise	240,000
	Continuous assistance on the review and implementation by national partners of policies including <b>Gender and Social Inclusion Policy and Action Plan</b>	10000	25000	25000	15000	Workshop, trainings Publications	75,000
	Continued support to the improvement of <b>infrastructure</b> providing an enabling and efficient working environment	45,000	95,000	95,000	75,000	International consultant, procurement	310,000
	Assist EO to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands	25,000	55,000	65,000	65,000	Expertise Workshops	210,000
	Effective technical advisory services and project implementation	60,000	125,000	130,000	130,000	Staff salaries and emoluments including Country Office support	445,000
	Direct Project Costs <sup>28</sup>	16,200	49,600	51,000	34,800	Operational costs and service charges	151,600
	<b>Sub-Total for Output 1.1</b>	296,200	789,600	826,000	779,800		2,691,600
	Support to the planning, establishment and initial running costs of field electoral offices	25,000	60,000	75,000	60,000	Travel, equipment Rental Allowances Expertise	220,000

<sup>28</sup> Direct Project Costs (DPC) refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy

	Assistance to civic education procedures for more <b>inclusive voter registration</b> , with a special focus on women, youth and people living with a disability	25,000	75,000	65,000	35,000	Workshops Design /Publications Media Expertise	200,000
	Support to the development and implementation of appropriate <b>data security</b> , access and recovery protocols	15,000	35,000	35,000	30,000	Expertise Workshops Trainings	115,000
	Effective technical advisory services and project implementation	15,000	35,000	30,000	30,000	Staff salaries and emoluments including Country Office support	110,000
	Direct Project Costs	5,200	12,200	12,200	8,200	Operational costs and service charges	37,800
	<b>Sub-Total for Output 1.2</b>	85,200	217,200	217,200	163,200		682,800
	<b>Total for Output 1</b>	381,400	1,006,800	1,043,200	943,000		3,374,400
	<b>OUTPUT 2 Strengthened capacity of national authorities and local networks to provide voter information and awareness to encourage civic engagement</b> GEN 2						
	Support to codify and digitalize the <b>institutional memory</b> , on-line archives and e-library and consolidation of the website	15,000	75,000	85,000	85,000	Expertise Equipment Workshops	260,000
	Assist in the review of <b>strategies and development of action plans</b> focusing on the continuous implementation of civic and voter awareness actions.	15,000	35,000	35,000	30,000	Workshops Expertise Publications Media	115,000
	Assist in the development, production and distribution of civic and voter education and <b>messages and materials</b> throughout the electoral cycle.	20,000	65,000	75,000	75,000	Printing Media production Expertise	235,000



	Support to development of thematic strategies for media and social media, public relations and civic and voter education.	40,000	130,000	130,000	125,000	Expertise Travel Publications	425,000
	Continuous collaboration with media outlets to contribute quality media reporting including training workshops and evaluations	15,000	40,000	40,000	30,000	Workshops, Expertise Equipment	125,000
	Identification and implementation of awareness campaign actions to promote social inclusion on registration, political participation, and voting with particular focus on youth, women and PWD	30,000	75,000	95,000	95,000	Travel Media production Expertise	295,000
	Support coordinated actions in partnership with Education (MEHRD) and Health (MHMS) authorities to enhance awareness and safe participation in electoral events	15,000	45,000	50,000	60,000	Travel Workshops Expertise	170,000
	Support social inclusion (particular focus on youth, women and PWD) through grants and other mechanisms for the setting/maintenance of partnerships between electoral authorities, CSOs, community-based organizations, media and other government agencies	15,000	50,000	50,000	50,000	Grants Workshops Publications	165,000
	Support production and implementation of awareness raising strategy on PPC mandate and political parties system	20,000	65,000	75,000	70,000	Graphic design Printing Media production Expertise	230,000

	Monitoring & evaluation of progress made including periodical Knowledge, Attitudes and Practices (KAP).	15,000	50,000	30,000	55,000	Workshops Expertise Travel	150,000
	Effective technical advisory services and project implementation	60,000	130,000	145,000	145,000	Staff salaries and emoluments including Country Office support	480,000
	Direct project costs	13,400	45,400	47,400	36,800	Operational costs and service charges	143,000
	Total for Output 2	273,400	805,400	857,400	856,800		2,793,000
	GEN 2						
OUTPUT 3 Legal electoral framework improved							
	Support the Electoral Reform Task Force (ERTF) in the implementation of its mandate including research and assistance to the drafting of bills and subsidiary legislation	45,000	70,000	45,000	30,000	Expertise Workshops	190,000
	Support the legal review from the gender mainstreaming and social inclusion perspective including mechanisms such as Temporary Special Measures (TSM) to increase women's representation in public office	20,000	45,000	30,000	30,000	Expertise Production of materials Consultations	125,000
	Support national consultations and dialogues on the electoral and political reform with key stakeholders	15,000	70,000	10,000	10,000	Travel Production of materials Media	105,000
	If requested by national authorities, assist to explore electoral system alternatives and support a consultation process	30,000	60,000			Expertise Workshops Travel	90,000

	Effective technical advisory services and project implementation	50,000	90,000	110,000	110,000	Staff salaries and emoluments including Country Office support	360,000
	Direct Project Costs	9,400	28,400	22,800	11,200	Operational costs and service charges	71,800
	Total for Output 3	169,400	363,400	217,800	191,200		941,800
	GEN 3						
OUTPUT 4 Women's political participation and leadership around the country enhanced							
	In consultation with public and civil society stakeholders, implementation of actions to enhance women's participation in the public arena with particular focus on political participation and leadership	30,000	60,000	60,000	70,000	Travel Awareness materials Expertise	220,000
	Support to capacity building actions for women who intend to run or have run for elections (at national, provincial and local level) throughout the electoral cycle	20,000	50,000	50,000	40,000	Workshops Printing/Media Travel	160,000
	Continuous assistance to the development, expansion and visibility of women leadership through the Outstanding Women (OW) of Solomon Islands network	65,000	175,000	180,000	150,000	Workshops Publications /videos/ materials Expertise	570,000
	Support advocacy work with PPC, ORPP and political parties to promote and expand women's active participation in political party structures	15,000	45,000	45,000	35,000	Workshops Media costs Publications Expertise	140,000

	Sensitization and capacity building of media outlets to enhance fair reporting and visibility of women leaders	10,000	30,000	45,000	50,000	Workshops Media costs Publications Expertise	135,000
	Maintain and expand partnerships (through grants and other) with governmental and civil society entities including MWYCFA, MEHRD, Provincial Councils of Women, Women Support Network, Women Rights Action Movement (VVRAM)	25,000	75,000	75,000	75,000	Expertise Workshops Publications	250,000
	Continue to support regional engagement and networking to enhance women's political participation and leadership in the Pacific region	12,000	35,000	40,000	40,000	Conferences Communications equipment Awareness	127,000
	Monitoring & evaluation (with specific tools to assess progress made on OW actions)	15,000	40,000	45,000	35,000	Expertise Travel	135,000
	Effective technical advisory services and project implementation	60,000	120,000	150,000	140,000	Staff salaries and emoluments including Country Office support	470,000
	Direct Project Costs	15,080	452,000	47,600	30,400	Operational costs and service charges	138,280
	<b>Total for Output 4</b>	267,080	675,200	737,600	665,400		2,345,280
<b>Project Costs</b>	<b>Outputs 1 to 4</b>	1,091,280	2,850,800	2,856,000	2,656,400	Project implementation including staff and direct project costs	9,454,480
<b>General Management Support (GMS)<sup>29</sup></b>		84,102	223,264	222,080	210,912		740,358
<b>Mid-term evaluation*</b>			25,000				

<sup>29</sup> Rate of GMS is 8%. Not applicable to UNDP funding

Final evaluation*					25,000		
<b>TOTAL</b>			<b>1,175,382</b>	<b>3,099,064</b>	<b>3,078,080</b>	<b>2,892,312</b>	<b>10,244,838</b>

<b>SUMMARY OF MULTI-YEAR BUDGET</b>							
		July- December 2021	2022	2023	2024	Total	
<b>Project activities Outputs 1 – 4</b>							
Direct Project Costs		787,000	2,178,200	2,118,200	1,986,200	7,069,600	
Staff salaries and emoluments including Country Office support corresponding to effective technical advisory services (outputs 1, 2, 3 and 4) <sup>30</sup>		41,280	98,600	98,800	95,200	333,880	
GMS		263,000	574,000	639,000	575,000	2,051,000	
Mid-term evaluation *		84,102	223,264	222,080	210,912	740,358	
Final evaluation *			25,000		25,000		
<b>Total budget</b>		<b>1,175,382</b>	<b>3,099,064</b>	<b>3,078,080</b>	<b>2,892,312</b>	<b>10,244,838</b>	

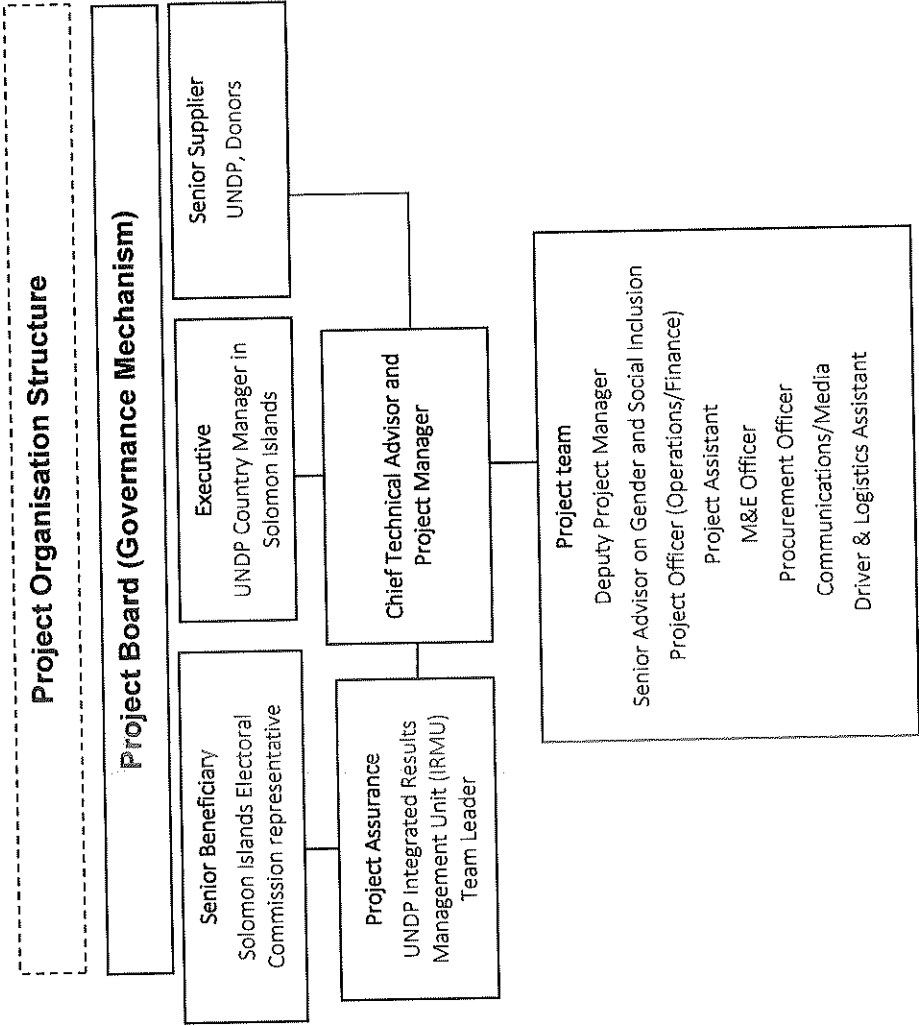
\*Expense to be covered by UNDP funding

NB: Pursuant to paragraph 10(a) of United Nations General Assembly Resolution A/RES/72/279 (31 May 2018), an amount corresponding to 1% of the contribution made to UNDP shall be paid as the UN Coordination Levy. UNDP will not administer the Coordination Levy and will not report on the use of the Coordination Levy.

<sup>30</sup> Annual working plans will provide itemized breakdown of project related costs including project staff salaries.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

SECSIP Organogram:



## I. LEGAL CONTEXT

### Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Solomon Islands and UNDP, signed on 4 April 1986. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## II. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>31</sup> [UNDP funds received pursuant to the Project Document]<sup>32</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

<sup>31</sup> To be used where UNDP is the Implementing Partner

<sup>32</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

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

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

## ANNEX I: PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN				
OVERALL PROJECT				
Exemplary (5) ¥¥¥¥¥	Highly Satisfactory (4) ¥¥¥¥i	Satisfactory (3) ¥¥¥ii	Needs Improvement (2) ¥¥iii	Inadequate (1) ¥iiii
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<b>APPROVE</b> – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.				
<b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.				
<b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA				
Select the option that best reflects the project				
STRATEGIC				
<p><b>1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?</b></p> <p>3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.</p> <p>2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.</p> <p>1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.</p>				

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.	
<b>3</b>	<b>Evidence:</b>
<b>2</b>	Yes, the project clearly outlines the Theory of Change with a well-articulated strategy for engaging in electoral support for electoral institutions and stakeholders in the Solomon Islands. The Project relates to the overall context and development setting in the Solomon Islands and will contribute towards accelerating structural transformations for sustainable development.
<b>1</b>	The project and responds to UNDP Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls.
<b>2. Is the project aligned with the UNDP Strategic Plan?</b>	
3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)	
2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)	
1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	
<b>3</b>	<b>Applicable Output(s) from the UNDP Strategic Plan 2018-2021/ SRPD 2018-2022:</b>
<b>2</b>	The project falls directly under the UNDP Strategic Plan (SP) 2018-2021 and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls.
<b>1</b>	The Program also falls directly under the sub-regional program document for the Pacific Island Countries and Territories (SRPD) (2018-2022) Output 5.3. More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice: people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice.
Evidence: Yes. The PRODOC is aligned to the SRPD (2018-2022) which is derived from UNDP Strategic Plan.	
<b>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</b>	
<b>Yes (3)</b>	

No (1)	
<b>RELEVANT</b>	
<b>4. Does the project target groups left furthest behind?</b>	
3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.	
2: The target groups are clearly specified, prioritizing groups left furthest behind.	
1: The target groups are not clearly specified.	
*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support	
3	<b>Evidence:</b> The target groups are clearly specified, prioritising communities in far and remote island communities in the Solomon Islands to enable them to exercise their democratic right to vote through the voter registration processes as well as targeted civic education in local languages. Output 2 of the PRODOC is dedicated to voter awareness and information. Output 1.1 focuses on strengthening of integrity and accuracy of the voter register, which specifically targets marginalised and vulnerable communities using modern technology to enable them to be registered.
2	
1	
<b>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</b>	
3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.	
2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.	
1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.	
*Note: Management Action or strong management justification must be given for a score of 1	
3	<b>Evidence:</b> SECSIP III is a continuation of phases I and II, which was implemented from 2013-2021. The design of the project was informed by lessons from the previous phase and community and stakeholder engagements in particular the post-elections review processes that were conducted by the project.
2	
1	
<b>PRINCIPLED</b>	
<b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</b>	
3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence	

<p>supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)</p> <p>2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.</p> <p>1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</p> <p><b>*Note:</b> Management Action or strong management justification must be given for a score of 1</p>	
<b>3</b>	<b>Evidence:</b>
<b>2</b>	UNDP is the primary development partner working with the electoral authorities in the Solomon Islands, which are the Electoral Commission (SIEC), the Electoral Office (EO) and the Political Parties Commission (PPC). Furthermore, through the Department of Political Affairs/Electoral Assistance Division, UNDP has been given the mandate to provide electoral assistance in the Solomon Islands for the period 2021- 2024. This is building on the mandate and work done from 2013-2021.
<b>1</b>	
<p><b>7. Does the project apply a human rights-based approach?</b></p> <p>3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)</p> <p>2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)</p> <p>1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.</p> <p><b>*Note:</b> Management action or strong management justification must be given for a score of 1</p>	
<b>3</b>	<b>Evidence:</b>
<b>2</b>	This project has been developed specifically to assist the government of the Solomon Islands to strengthen its electoral institutions and practices so that it can effectively administer elections and fulfil the right to vote and elect representatives of choice of the citizens. Women's human rights and gender quality approach is mainstreamed throughout the document to
<b>1</b>	

address some of the pressing challenges of under-representation of women in public life and in political processes in the Solomon Islands.		
<b>8. Does the project use gender analysis in the project design?</b>		
3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)		
2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities, but gender inequalities are not consistently integrated across each output. (all must be true)		
1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.		
*Note: Management Action or strong management justification must be given for a score of 1		
3	<b>Evidence:</b>	Yes. Gender analysis was done during the first two phases of the project which revealed major challenges for women's participation in elections and their chances of being elected into parliament and other representative bodies at subnational level. Gender analysis has been included in the project document. It shows a complex context which is highly inhibitive of achievement of gender equality but the project will use gender mainstreaming as a strategy to make gain and build on results from the first phase. Output 4 is completely dedicated to promote women's enhanced political participation in the country. There are dedicated indicators under each output on gender equality.
2		
1		
<b>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</b>		
3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)		
2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)		
1: Sustainability and resilience dimensions and impacts were not adequately considered.		
*Note: Management action or strong management justification must be given for a score of 1		
3	<b>Evidence:</b>	SECSIP III's design is highly informed by experiences and lessons learnt on resilience and sustainability from phases I and II. Suring
2		



1	those phases, social and environmental risks were continuously tracked in the risk log, regularly follow up with the Solomon Islands authorities. Furthermore, UNDP will continue to work with these same partners to inform and provide technical guidance on hazards and related risks for the environment.
<b>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	
Yes (3)	Evidence: SESP not required.
No (1)	
<b>MANAGEMENT &amp; MONITORING</b>	
<b>11. Does the project have a strong results framework?</b> 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true) 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true) 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true) *Note: Management Action or strong management justification must be given for a score of 1	
3	Evidence:
2	Yes: Refer to the Results Framework of the PRODOC.
1	
<b>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</b> 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true). 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and	

quality assurance roles. (all must be true)	
1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.	
*Note: Management Action or strong management justification must be given for a score of 1	
3	<b>Evidence:</b>
2	Yes. Refer to corresponding section of the PRODOC.
1	
<b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</b>	
3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)	
2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.	
1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.	
*Note: Management Action must be taken for a score of 1	
3	<b>Evidence:</b>
2	Please refer to Risk Log in Annex III of the PRODOC.
1	
<b>EFFICIENT</b>	
<b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</b>	
Yes (3)	<b>Evidence:</b>
No (1)	Yes this has been done, please see the corresponding section in the PRODOC.

<b>15. Is the budget justified and supported with valid estimates?</b> 3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.		
3	<b>Evidence:</b>	Fluctuations in foreign exchange exposure have been
2		Refer to Multiyear Workplan. The budgets have been estimated. Fluctuations in foreign exchange exposure have been
1		incorporated into the budget estimates.
<b>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</b> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.		
3	<b>Evidence:</b>	Fluctuations in foreign exchange exposure have been
2		Refer to the Multiyear Workplan. The budget has been set up to account for the Direct Project Costing using UPL and LPL,
1		mandatory corporate levies (GMS and Coordination Levy) have also been accounted for.
<b>EFFECTIVE</b>		
<b>17. Have targeted groups been engaged in the design of the project?</b> 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)		

2: Some evidence that key targeted groups have been consulted in the design of the project. 1: No evidence of engagement with targeted groups during project design.	
3	<b>Evidence:</b> National stakeholders were consulted throughout the project design process, and their inputs and observations of the pilot phase have been incorporated into this project document. In addition to several lessons learned workshops focusing on joint registration activities and provincial elections, a comprehensive 2019 post-electoral review was organised aimed at producing an all-inclusive review of the electoral process to guide the SIEC, the VO and other electoral stakeholders' planning for credible elections in the next cycle as well as to identify any electoral reform measures required for the future and inform SECSIP III. The post-electoral review was organized to analyse what worked well during the preparations and conduct of the elections, what did not and why. It covered aspects of the electoral system, policies, processes, and management structures and capabilities, polling and vote-counting activities, voters' attitudes and stakeholders' responses to EMB actions. The results of the comprehensive review allowed for suitable recommendations for remedial action and fed into discussions about electoral reform and the procedural development of the EMB throughout the electoral cycle. It also created the basis for the formulation of SECSIP III.
2	
1	
<b>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</b>	
<b>Yes (3)</b>	<b>Evidence:</b> Yes. Refer to the Integrated Results Framework identifying Knowledge, Attitudes and Practices (KAP) to be conducted at least every two years and to the Monitoring and Evaluation (M&E) section.
No (1)	
<b>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b> *Note: Management Action or strong management justification must be given for a score of "no"	
<b>Yes (3)</b>	<b>Evidence:</b> Yes. Gen 2 for outputs 1,2 and 3 and Gen 3 for output 5.
No (1)	
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>	
<b>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</b>	
3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.	
2: The project has been developed by UNDP in close consultation with national/regional/global partners.	
1: The project has been developed by UNDP with limited or no engagement with national partners.	
3	

<b>2</b>	<b>Evidence:</b> National stakeholders design of the project as explained above. In addition, global partners who are DFAT, UNDP HQ and Brussels and other stakeholders (national and international) have been part of the design process and made substantive inputs and these have been incorporated into this project document.
<b>1</b>	
<b>21. Are key institutions and systems identified and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</b>	
3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly.	
2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.	
1: Capacity assessments have not been carried out.	
<b>3</b>	<b>Evidence:</b> Refer to the corresponding sections of the PRODOC.
<b>2</b>	
<b>1</b>	
<b>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</b>	
<b>Yes (3)</b>	<b>Evidence:</b> Refer to section referring to the engagement of the national and subnational levels.
<b>No (1)</b>	
<b>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</b>	
<b>Yes (3)</b>	<b>Evidence:</b> UNDP has been and will continue to resource mobilize to continue strengthening capacities of the electoral institutions in the Solomon Islands. Capacity development is done in a manner that enables sustainability of the institutions and the internal embedding of capacities.
<b>No (1)</b>	

ANNEX II: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) Phase III
2. Project Number	
3. Location	Solomon Islands

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?	
<b>Briefly describe in the space below how the Project mainstreams the human-rights based approach</b>	
A human rights-based approach to development, which pays particular attention to the voice of disadvantaged and marginalised people will be applied. Through utilising a human rights-based approach to facilitate and enhance democratic engagement of citizens with electoral processes from a human rights perspective. There is focus on ensuring that impoverished and vulnerable people are empowered to utilise the institutions that are most relevant for them in exercising their agency in democratic governance, while at the same time stressing the importance of strengthening the capacity of those relevant institutions to deliver electoral reforms and administration in line with international best practices and standards; facilitating a convergence between popular expectations and institutional capacities to respond, aiming to deepen the social contract.	
<b>Briefly describe in the space below how- the Project is likely to improve gender equality and women's empowerment</b>	
In addressing and prioritising the particular needs of women representation in politics and decision making, the approach taken is in line with recommendations of the Committee on the Elimination of All Forms of Discrimination against Women General Recommendation number 23 on Political and Public Life. The General Recommendation is founded on notions of inclusiveness and comprehensiveness, stressing the importance of measures and processes to promote women's full and effective participation for all women, irrespective of economic or social status, political background, geographical location, disability, sexual orientation or gender identity.	

The Solomon Islands has a severe challenge in terms of representation; women and young people are extremely under-represented as MPs. Solomon Islands currently has 4 women MPs out of 50 – the highest number ever elected – but has only had a total of 6 women MPs elected since independence. Political parties do not generally endorse women, and women face many difficulties to successfully participate and become political leaders, particularly in terms of obtaining financial means and political and societal support to both campaign and be elected. SECSIP III will take the gender mainstreaming stream and utilise all opportunities to integrate equality between men and women in all aspects of the electoral processes. This is strategy that will be completed by other regional work on women in politics that will be done by UNDP.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

In the development of the project strategy any potential environmental adverse impacts that could be caused by this project were considered and it was found that none of the activities to be conducted under this project will cause any adverse impacts on the environment.

**Part B. Identifying and Managing Social and Environmental Risks**

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?		
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: No Risks Identified				

QUESTION 4: What is the overall Project risk categorization?			
Select one (see <u>SESP</u> for guidance)			Comments
	Low Risk	✓	
	Moderate Risk		
	High Risk		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
Check all that apply			Comments
Principle 1: Human Rights			
Principle 2: Gender Equality and Women's Empowerment			
1. Biodiversity Conservation and Natural Resource Management			
2. Climate Change Mitigation and Adaptation			
3. Community Health, Safety and Working Conditions			
4. Cultural Heritage			
5. Displacement and Resettlement			
6. Indigenous Peoples			
7. Pollution Prevention and Resource Efficiency			

## Final Sign Off

Signature	Date
QA Assessor Barbel Rini Zikri	23/09/21
QA Approver BERDI BERDIYEV	23.09.2021
PAC Chair BERDI BERDIYEV	23.09.2021



## SESP Attachment 1: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
<b>Principles 1: Human Rights</b>	
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>33</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>	

<sup>33</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No

1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>	

2.1 Will the proposed Project result in significant <sup>34</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No

<sup>34</sup> With regard to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to limited adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions? <sup>35</sup>	No

<sup>35</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No

6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

### ANNEX III: RISK LOG AND ANALYSIS

I-Impact of risk (1 high; medium 2; 3 low)

P-Probability of risk (1 high; medium 2; 3 low)

#	Description	Risk category	Risk Level	Risk Treatment / Management Measures	Risk Owner(s)
<b>COUNTRY RELATED</b>					
1	Uneven economic development and few economic opportunities, which can influence electoral processes	Political	I = 2 P = 1	-National and international stakeholders will continue close coordination to monitor the situation and propose alternatives, as required. -Improving institutional and legal electoral framework through support to legal reform and design of target civic education actions for particular segments of the population. Key partnerships with civil society to be considered.	SIEC/EO PPC/ORPP SIG UNDP actors Other UN entities Development partners
2	Challenging physical environment in which to conduct elections	Operational	I = 2 P = 1	-Support to field coordination and to increase presence (regional/provincial branches). -Timely identification of needs through appropriate operational support including contingency planning.	SIEC/EO SIG SECSIP Project Board
3	Outbreak of COVID 19 pandemic and postponement of electoral events	Political Operational	I = 2 P = 2	-The general and voting public will wish to understand any changes to the electoral calendar and the process, and how it will affect both their electoral rights and their health concerns. Assist in the design and implementation of awareness campaign/actions explaining the rationale for those decisions -Support to the implementation of COVID safe procedures and protocols.	SIEC/EO SIG SECSIP Project Board Public Health authorities (COVID national committee)
4	Natural events affecting/deferring implementation of electoral events	Operational	I = 1 P = 2	-Foster inter-agency governmental cooperation to mitigate/react to such events.	SIEC/EO SIG SECSIP Project Board Disaster Management authorities



	<b>POLITICAL, LEGAL AND ELECTORAL CONTEXT RELATED</b>				
<b>5</b>	Deferral of the national general elections due to Constitutional amendment extending the legislative term to 2024	Political	I = 1 P = 2	<ul style="list-style-type: none"> <li>-Technical advice to support for development of new timeline and adjustment to operational planning.</li> <li>-Civic education interventions to communicate and explain the new electoral timeline to the public supported by voter awareness actions to explain the rationale and reduce tensions/violence.</li> </ul>	SIEC/EO PPC/ORPP ERTF SECSIP Other UN entities
<b>6</b>	Introduction of a new electoral system	Political	I = 1 P = 3	<ul style="list-style-type: none"> <li>-Advice to the Electoral Reform Task Force (ERTF), SIEC, EO.</li> <li>-Assist to explore alternative electoral systems.</li> <li>Identification of increased inputs for nation-wide consultations and awareness actions.</li> </ul>	ERTF SIEC/EO PPC/ORPP SECSIP
<b>7</b>	Early dissolution of parliament prior to the end of the legislative term	Political	I = 1 P = 3	<ul style="list-style-type: none"> <li>-Technical advice to the Electoral Reform Task Force (ERTF), SIEC/EO.</li> <li>-Increase planning and identification of increased inputs to support early elections.</li> </ul>	SIEC/EO ERTF PPC/ORPP SIG SECSIP
<b>8</b>	Political parties' and candidates' activities not in compliance with integrity standards affecting credibility of elections	Political	I = 2 P = 1	<ul style="list-style-type: none"> <li>-Technical advice and support to PPC/ORPP including development and implementation of awareness strategy and products to enhance knowledge of the electorate on multi-party system.</li> <li>-Capacity building actions on integrity standards.</li> </ul>	PPC/ORPP SIEC/EO SIG SECSIP
<b>9</b>	Reduced credibility of elections due to increasingly moneyed politics	Political	I = 2 P = 1	<ul style="list-style-type: none"> <li>-Support to civic education actions/ products focusing on public accountability.</li> <li>-Maximize impact through joint activities with other governance actors to be explored.</li> <li>-Civic education programs and awareness products focusing on accountability.</li> </ul>	SIEC/EO ERTF PPC/ORPP SIG SECSIP
<b>10</b>	Commitment of national stakeholders to the priorities envisaged by the Electoral Office in the Strategic Framework does not receive the optimal level of	Political	I = 1 P = 1	<ul style="list-style-type: none"> <li>-Continuous monitoring to propose additional support and/or adjustments to SIEC, CEO and ERTF.</li> <li>-Maintaining close information and communication channels with all major stakeholders.</li> </ul>	SIEC/EO PPC/ORPP SECSIP

	support				
11	Political disturbances/ violence arise	Political	I = 3 P = 1	-Continuous monitoring and collaboration with law enforcement agencies. -Mapping of hot spots. -Operational and technical advice on alternative planning. -Local communities, and key local institutions such as churches, Outstanding Women platform, can have an important role to play in helping to prevent/mitigate election related conflict.	SIEC/EO SIG RSIPF
ELECTORAL ADMINISTRATION RELATED					
12	Under-resourcing and underfinance of authorities (SIEC/EO, PPC/ORPP, RSIPF) to implement electoral events	Political Operational	I = 3 P = 2	-Technical advice and operational support ready to be increased at activity peaks. -Careful and pragmatic assistance for the prioritisation, planning and sequencing of activities. -In terms of human resources, joint design and launching of new graduate program with commitment from national authorities to progressively expand the staffing structure of beneficiary institutions. -Continued support and advocacy for greater government support. -Efforts to enhance sustainability of graduate program and where possible, engagement of graduates by national authorities.	SIEC/EO SIG RSIPF SECSIP
13	Continued lack of electoral presence in the provinces	Operational	I = 3 P = 3	-Assist CEO to develop/ implement plans to progressively increase field presence (regional, provincial branches).	SIEC/EO SIG SECSIP Project Board
14	Insufficient capacity to conduct continuous voter registration. Lack of national ownership and control over BVR system and sensitive data	Operational	I = 2 P = 3	-Technical advice to present alternatives for progress towards continuous voter registration/periodical (annual) registration campaigns.	EO SECSIP
15	Insufficient resources/capacities to implement unforeseen additional events (i.e., by-elections due to decrease of	Operational	I = 2 P = 2	-Coordinated support between assistance providers to progressively gain national ownership and enhance quality.	EO SIG SECSIP

	member of parliament/assembly or due to court decision)			<p>-Support to preparation of submissions seeking additional resources.</p> <p>-Technical advice and operational support ready to be increased at activity peaks.</p>				
16	Limited or inconsistent political will and commitment to provide the necessary support to the electoral authorities and legal reforms to ensure further work on strengthening institutional and operational capacities, particularly during the non-electoral periods	Political	I = 2 P = 1	<p>-SECSIP III will continue supporting the lobbying work of the SIEC/EO within the Ministry of Home Affairs and other government agencies to push for compliance with government commitments towards supporting them through the whole electoral cycle.</p> <p>-Prospective legal reforms require a wide and inclusive consultation process to raise awareness on legal changes.</p> <p>SECSIP III envisages key activities to enhance engagement of relevant stakeholders (public, government ministries, donors and CSOs) to continue building collaboration mechanisms with governmental and civil society with a view to have ample participation and awareness on key electoral reform aspects.</p> <p>-Work closely with other electoral stakeholders and institutions.</p>			Project Board Electoral authorities' leadership Project Manager UN/UNDP leadership	
17	Late appointment of the EO staff can have an impact on it properly carrying out its mandate.	Operational	I = 2 P = 3	-The project will continue to support the EO efforts to ensure that the expected additional permanent staff (including the provincial officers) are appointed as promised.			EO leadership Project manager	
18	Public disillusioned with the democratic processes (including the performance of the state institutions and, therefore, with the electoral authorities) might not be receptive to the project's activities.	Political	I = 3 P = 3	-The SIEC/EO will be supported to strengthen its public outreach. Improvement in the provision of electoral services (such as a more accurate and trusted voter register) will help improve public perceptions.			SIEC/EO Project manager	

19	Poor perceptions of the independence or efficiency of the SIEC/EO create obstacles to the implementation of the project activities.	Political /Regulatory	I= 2 P= 2	<p>-The technical advisory roles within the SIEC/EO include provision for high level advice on and recommendations for SIEC's consideration and adoption related to perceptions management; strategies to address poor perceptions and to build the integrity of the institution</p> <p>-Provide technical support to re-draft key legislation</p> <p>-Coordinate high-level advocacy by development partners and civil society.</p>	SIEC/EO Project manager UNDP leadership Electoral stakeholders
20	Outbreak of COVID 19 pandemic impacting on electoral operations and timeline	Operational	I=1 P=2	<p>-Support national authorities to strengthen the institutional preparedness to work under circumstances that impact on the EO's ability to function as normal, such as during a strict public health regime ("continuity of operations" or business continuity plans)</p> <p>-Support review of EO protocols on COVID 19 prevention (may include gathering restrictions, increased use of internet-based platforms) and adjustment to the procurement plan (to cater for COVID prevention items).</p> <p>Support training and awareness on procedures and measures to prevent/mitigate COVID 19 infection</p>	SIEC/EO SIG SECSIP Project Board Public Health authorities (COVID national committee)
<b>GENDER RELATED</b>					
21	Sexual Exploitation & Abuse (SEA) allegedly conducted by UNDP employees and contractors/vendors in connection with SECSIP activities	Legal	I=1 P=3	<p>- SEA is prohibited by the United Nations Staff Regulations and Rules. UN Secretary General Bulletin 2003/13 on SEA defines sexual exploitation, sexual abuse and provides further protection of vulnerable populations, particularly women and children (persons under 18 years of age).</p> <p>UNDP implements a zero-tolerance policy and is committed to identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. Refer to UNDP Ethics Code and UN Supplier Code of Conduct</p> <p><a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p> <p>-UNDP trainings on SEA are mandatory for all staff. SEA prohibition and zero tolerance policy is part of the contractual arrangement for UNDP vendors</p>	UNDP

22	Gender based violence in connection with changes in power dynamics	Legal	I=2 P=3	<p>-SECSIP will endeavour to provide an enabling environment for women's empowerment (particularly -but not exclusively- in the lead up to electoral events) to identify potential backlash risks &amp; report to relevant authorities</p> <p>-Collaboration with RSIPF and legal actors (including exploring collaboration with UNDP Access to Justice)</p> <p>-Use, where possible, alternative communication platforms (internet based, radio, press) avoiding community gatherings and travel.</p>	RSIPF
23	Outbreak of COVID 19 pandemic impacting on implementation of activities focusing on gender mainstreaming	Operational	I=2 P=2		SECSIP
<b>PROJECT RELATED</b>					
24	Project funds not fully mobilized or expended	Political/ Operational	I = 2 P = 2	<p>-Active resource mobilization would be undertaken as a priority.</p> <p>-Application of monitoring and evaluation combined with Project Board oversight</p>	SECSIP Project Board International Development Partners
25	COVID restrictions (including lockdown and border closures) are reimposed, affecting recruitments and deployments	Operational	I = 3 P = 2	-Remote arrangements have already been used in 2020 and could be implemented again The Project can also draw on established rosters and fast-tracking process within UNDP.	SECSIP team and UNDP SOI and EAD
26	Misuse of funds/ fraud allegations	Legal/operational	I=2 P=3	<p>-Use of pools/rosters of pre-qualified vendors</p> <p>-Due diligence exercises and verification of references</p> <p>UNDP implements a zero-tolerance policy and is committed to identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities.</p> <p><a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p> <p>-Annex II on Risk Management paragraph 6(c) which states: <i>Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.</i></p>	UNDP

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