United Nations Development Programme
Country: SOLOMON ISLANDS
Programme Document

Programme Title:	Strengthening the Electoral Cycle in the Solomon Islands (2012-2015)
UNDAF/CP Outcome(s):	**Regional UNDAF Outcome 5.1:** Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women's rights, in line with international standards.
Expected Output(s):	**5.1.2 Output:** Electoral reform to ensure fair elections, improve effectiveness of Parliament's legislative and oversight roles; and strengthen leadership capacity at national, provincial and constituency levels.
Implementing Partner:	UNDP Solomon Islands

The project's main focus is to support the electoral cycle in the Solomon Islands between 2012 and 2015, taking into account the national elections in 2014. The principal focus is to assist in the development of a sustainable, cost effective and inclusive voter registration system to ensure the integrity of the 2014 vote.

The project has four key outputs which aim to assist the Solomon Islands Electoral Commission in the timely and effective implementation of its five year operational plan, including capacity development initiatives, civic education development and outreach and legal and electoral reform. The project also aims to develop synergies and partnerships with a range of national partners to ensure that the broader enabling environment is also supported, with a view to elections contributing to broader development.

The project will be implemented through a Direct Implementation (DIM) Arrangement under guidance of the Solomon Islands Electoral Commission and the Project Board, with the provision of technical advice from a Chief Technical Advisor who will oversee the project.

Programme Period:	2012-2015	Total resources required	**US$8,948,196**
Key Result Area (Strategic Plan):	Inclusive Participation-Electoral Systems and Processes	Total allocated resources:	
		o UNDP	US$500,000
		o EU	US$4,391,468 (EUR3.5m)[i]
Atlas Award ID:		o AusAID	US$4,056,731[ii]
Start date:	October 2012		
End Date:	December 2015	Unfunded programme budget:	_____
PAC Meeting Date:	5 September 2012	In-kind Contributions:	
Management Arrangements:	Direct Implementation		

Agreed by (SIEC):	Agreed by (Ministry of Home Affairs):	Agreed by (UNDP):
Name: Sir Allan Kemakeza	Name: Mr. Fred Fakarii	Name: Knut Ostby
Title: Chair, Electoral Commission	Title: Permanent Secretary	Title: Resident Representative, UNDP
Date: 13/02/13	Date: 6/2/2013.	Date: 28/2/2013

[i] Subject to signature of Cost Sharing agreement between UNDP and the EU
[ii] Subject to signature of Cost Sharing agreement between UNDP and AusAID

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SECTION 1: SITUATION ANALYSIS

1.1 National Request

On 24 November 2011 the Speaker of the Parliament and Chairman of the Solomon Islands Electoral Commission (SIEC), requested the United Nations (UN) to commence a dialogue with the Electoral Commission with a view to developing a partnership and providing advice and support in implementing the 2012 – 2015 electoral operational plan. In response a UN Needs Assessment Mission (NAM) was deployed to the Solomon Islands and based on this assessment the Focal Point for Electoral Assistance in the UN, the Under Secretary-General for Political Affairs, approved the provision of electoral assistance to the Solomon Islands between 2012 and 2015. The outputs and activities specified in this project document reflect the parameters of assistance outlined in the NAM.

1.2 Enabling Environment for Electoral Assistance

Due to a combination of geographic and cultural elements, the socio-political environment of the Solomon Islands is largely dominated by the wantok system. The system is characterized by a strong sense of descent and lineage to which dispersed populations feel they belong. As a result there are no strong political identities above the level of the wantok and more in general, no deep feelings of national identity among the population. The predominance of the wantok system translates into a predominantly local political behaviour by voters in national elections.

As a result, traditional patronage relationships have resulted in voters being more inclined to follow local lineages than political parties. The political party system in the Solomon Islands is weak and parties have limited influence over its members, including those who are Members of Parliament (MPs). Previous electoral campaigns have often been reduced to the endorsement of traditional leaders and door to door activities where MPs have been elected on their ability to deliver services, resources and privileges directly to their constituency.

Complicating the election campaign and eventual vote is the production and use of a voter roll that the European Union Electoral Expert Mission in 2010 described as "highly inflated". This opened the door to criticisms of political fraud in the 2010 national elections, and the SIEC has no effective institutional mechanism to add, change or remove voters. The register, which is not centralized, thus does not reflect the real number of voters in country. In addition, when votes are tabulated at the constituency level, there is no further centralized verification process once provincial electoral managers send the announcement of winning candidates to the governor general. This has meant that the SIEC lacks complete oversight over the results process; cannot cross check results against the voter registry to identify potential fraud; and more basically has not received the results for the majority of constituencies in the 2010 election.

MPs are elected in single member constituencies through a First-Past-the-Post (FPTP) electoral system. This system has resulted in a high number of 'wasted' votes and very few seats are won with an absolute majority. The system has also raised questions around the issue of representation. Women also continue to face discrimination in both the formal and informal

sectors and lack economic empowerment which continues to impact on their political representation.

With a geographically dispersed and ethnically diverse population, reaching out to enfranchise all eligible citizens has proven to be a challenge in past elections. Civil society in the Solomon Islands is weak and not well coordinated, and in some areas there are no active civil society groups beside the Church. Civic education programmes aimed at increasing voters' awareness of gender imbalances in political representation should be strengthened and continued, as discussions around a legislative response to the political under-representation of women continues to be a focus for the Solomon Islands Government (SIG) and donors.

Another demographic not being fully engaged in the political process is the youth, with 40 percent of the population in the Solomon Islands under the age of 15. The Government recognizes youth as the nation's resource and as leaders for the democratic and economic future; however, few government or donor programmes target young people.

An independent and pluralistic media environment is also critical for engaging all citizens in the democratic processes in the Solomon Islands. There are currently no regulations concerning the role of state-owned and private media during the electoral campaign. Radio is the most popular media in country, reaching about 80 percent of the population. Independence of the media is not the main obstacle but rather the lack of basic infrastructure, which limits the outreach of media to voters across the nation. The media have been instrumental in the dissemination of SIEC voter education messages. Maintaining this form of engagement is likely to be highly beneficial to voter education efforts leading into 2014 elections.

Weak institutions, staff capacity, poor infrastructure, a widespread archipelago and limited resources are all core challenges for future development in the Solomon Islands. While the country has held a number of national and local elections since independence in 1978, the institutional capacity and framework through which elections are governed and held still requires large scale support. SIEC staffing levels have put pressure on its ability to implement the responsibilities of a national election office, although the addition of five graduate positions to the three permanent SIEC staff has provided an opportunity for increased organizational development. Further capacity building for all staff need to continue to be aligned with the priorities of SIEC's operational plan, with a focus on establishing sustainable processes that deliver the 2014 national elections. Financial and asset management are two key capacity building areas that should be addressed to ensure that cost-effectiveness and sustainability are built into the electoral cycle.

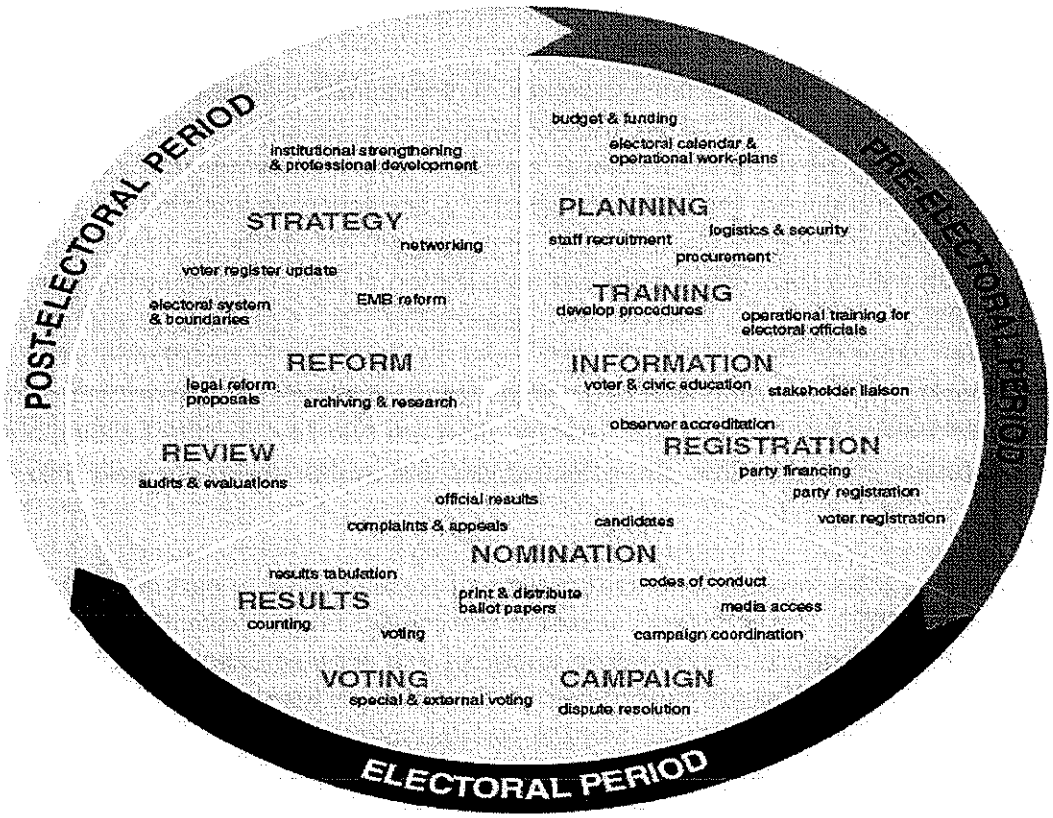
The Solomon Islands has gone through some critical tests of sustainability, in part due to conflict that emerged from 1998-2003. The underlying causes of the conflict ranged from uneven regional development, land issues, misdistribution of public resources and growing unemployment among youth. In 2003 a mandate was unanimously approved by the Solomon Islands National Parliament for the deployment of a Regional Assistance Mission for the Solomon Islands (RAMSI)) to help restore law and order, strengthen government institutions, reduce corruption and reinvigorate the economy. RAMSI has made substantial contributions to the nation's security and governance.

Since 2008, support has been through SIG-RAMSI's ESSP (estimated AUD11.2 million from November 2008 to June 2013). The program has achieved satisfactory outcomes including successful 2010 national election, provincial elections and 2012 by-elections; improved staffing and capacity building for the office of the SIEC; improved procedures for voter registration, enhanced budget submissions by SIEC to SIG and preparatory steps for electoral reform.

RAMSI has assisted SIG to deliver successful elections, and the national elections in 2014 provide an opportunity to solidify gains. In the past, tensions have arisen around the announcement of results and when the newly elected MPs meet to elect a Prime Minister and form a government. This closed-door process has previously led to violence and protests. Engaging all stakeholders in the electoral process including security forces, politicians, voters, supporters, the media, civil society and the SIEC offers an opportunity to mitigate these risks and deliver peaceful, sustainable and cost-effective elections in 2014.

SECTION 2: PROGRAMME STRATEGY

The premise of the programme is to follow an electoral cycle approach that is firmly integrated into broader aspects of democratic governance. As such, the project will be clearly divided into pre-election period, the election period, and post-election period with different focuses and periods of intensity for key outputs. An overview of the electoral cycle and the types of activities within it can be seen below:



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 channeling 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. As such the electoral cycle approach aims to contribute to the process of creating and sustaining an environment for inclusive and responsive political processes. 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.

Key issues affecting elections in the Solomon Islands include: the wantok system; localized politics; the functioning of Parliament; the processes for electing a Prime Minister; the development of key institutions involved in delivering elections; and the geographical spread of the islands. Awareness of these issues and their impacts on voters and elections will be central to building sustainable and cost-effective electoral processes that contribute to democratic governance. While the program does not directly target these issues, it is important that the programme contributes to establishing an enabling environment to address them and not lose sight of the situation on the ground. Linkages from this project will thus be made with other Solomon Islands government and donor programmes targeting CSO and media development, public administration strengthening and enhancing women's political participation.

In addition, as RAMSI will be supporting the SIEC until July 2013, this programme aims to phase its approach to complement RAMSI's work and to ensure a smooth transition in terms of electoral cycle support once RAMSI's mandate concludes. As the Australian Agency for International Development (AusAID) and the Australian Electoral Commission (AEC) will remain engaged with the SIEC over the course of this project, this project will assist SIEC in developing a coordination mechanism to ensure that all multi-lateral and bi-lateral assistance is harmonized and supportive of strengthening national electoral processes.

The office of SIEC (OSIEC) is the administrative arm of the SIEC and it has produced an operational plan active from 2011 – 2015. This plan includes significant component on establishing a new voter registration and roll management system, strengthening the functioning of the commission and educating the public more effectively on civic and voter education. Each of these is a key area in the project, and support will be harmonised with the OSIEC operational plan.

UNDP's technical assistance to the SIEC, based on the request of 24 November 2011, follows the Electoral Cycle approach outlined above.

2.1. Project Components

Project Outcome: Enhanced Electoral Inclusiveness of the Solomon Islands

Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle
- Output 1.1: Preparations for voter registration exercise completed
- Output 1.2: Successful Implementation of Voter Registration Exercise

Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate
- Output 2.1: Enhanced capacity of the SIEC to mange an electoral cycle
- Output 2.2: Improved infrastructure for more efficient electoral management
- Output 2.3: Coordination, communication and planning ability of the SIEC strengthened

Output 3: National authorities and civil society organizations have better capacity to train and educate the population on voter awareness and civic engagement
- Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced
- Output 3.2: Increased implementation of civic and voter education activities

Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy
- Output 4.1: Strengthened legal capacity of the SIEC

Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle

Voter Registration is an immediate priority for the Solomon Islands Government (SIG). The voter roll utilized in the elections in 2010 has proven not to be accurate, and has made it impossible for OSIEC to substantially improve or verify the accuracy of the register. The register, which is not centralized, is highly inflated. In 2010, 448,210 registered voters represented 84 of the population, while the estimated median age in the Solomon Islands is close to 18 (the minimum voting age). In Honiara, registered voters represented 174 percent of the estimated population.[1] Multiple registrations and limited deletion of deceased citizens are reasons behind the inflated numbers, and there have also been reports of "ghost villages" being created along some constituency boundaries.

SIEC has been granted a legal mandate to develop a new roster before the election in 2014, and the Ministry of Home Affairs, which is responsible for the administration of the OSIEC, is supportive of this process. The OSIEC will in 2013 conduct voter registration in the over 900 polling centers that were used for the 2010 elections, rather than doing door-to- door registration which

[1] EU Electoral Expert Mission report, 2010

was done in the past. The OSIEC will also develop new registration forms and a new data-base to hold and maintain the electoral roll. The Solomon Islands Government has allocated SI $10 million for this exercise in 2012.

An update of the voter registry will be implemented in early 2014 to register those who have turned 18 since the first voter registration exercise. It will also be investigated whether the electoral roll can be linked to a future process of establishing a sustainable civil registry.

The voter registration exercise will also act as a test for the SIEC's ability to implement the electoral event in 2014. Where such surge periods are anticipated, this project will work to build national actors' capacities to implement activities. In the case that extra support is needed around key periods over the project, the United Nation Volunteer (UNV) programme has a large list of UNVs with electoral assistance experience who are able to be mobilized at short notice. If such a deployment was requested by the project based on an evaluation or request, UNDP could engage the UNV programme to provide extra assistance as required.

Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission (SIEC) to fulfill its mandate

SIEC is responsible for organizing and supervising the voter registration and the national election for the members of Parliament. As such, its core functions include: voter census; update and management of the voter list; and the planning of electoral operations and logistics. Although an independent constitutional body, the OSIEC operates de facto under the control of the Ministry of Home Affairs.

Due to national restrictions on the recruitment of civil servants following the Global Financial Crisis, RAMSI was temporarily financing and transferring technical expertise to five additional staff working on operations, logistics, training, finance, and research. In June 2012 these positions were subsumed into the commission and their salaries picked up by the Government of the Solomon Islands, thus increasing the human resource capacity of the OSIEC. Further capacity development of core OSIEC staff will assist in strengthening the sustainability of SIEC, and decrease the reliance on international advisors.

Previous elections have pointed to deficiencies in the quality of polling staff and the training they receive, and political parties have been quick to point to performance of polling staff as partisan. In such a climate, it is important to identify and train a dedicated cadre of polling officials that can be called upon at successive election and receive comprehensive training with periodic refresher courses. Training would be offered in core technical areas such as strategic planning, operational procedures, gender mainstreaming, voter registration, legal and electoral reform, electoral dispute resolution and results management systems. This would not only serve to make the electoral process smoother and less prone to mismanagement, but also increase the real and perceived professionalism of the OSIEC.

One area the programme will focus on involves the tabulation and transfer of results. Developing a secure system that can both record and transfer results would aid the OSIEC's ability to manage

the election and the public's expectations for announcement of results on Election Day. The development of such a system would also have catalytic results in increasing the ability of the Elections Commission to conduct statistical analysis on results. Currently there are limited statistics collected by the office as electoral results are sent directly to the Governor General for proclamation of results and not through the OSIEC. The collection and analysis of such statistics would assist the commission on a variety of management-related criteria including sex-disaggregated data on who voted and tabulation of informality/invalid vote rates. In the post-election period this information will be vital in developing the effectiveness and efficiency of the Elections Commission in fulfilling its mandate. The collection and streamlining of this information through single source data collection would increase the capacity of management to develop and implement its strategic plan.

Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement

The Solomon Islands is culturally, linguistically and ethnically diverse. It consists of 992 islands, 347 of which are inhabited. Forty percent of the nation's approximate 515,870 inhabitants (2010 data) are under the age of 15 years and the majority of the population (80%) lives in rural areas, engaging in subsistence agriculture, mainly fishery and forestry[2]. The nation today is 94 per cent Melanesian and 4 per cent Polynesian (a majority on a number of the islands), with significant Chinese, European and Gilbert Islander (Micronesian) minorities. Melanesia accounts for about one-thousandth of the world's population, but one-quarter of its language stock[3]. While Pidjin (English) is the widely spoken language, at least 64 living languages of many dialects are spoken in the Solomon Islands.

What this means is that a homogeneous civic and voter education for a heterogeneous and geographically dispersed population will not be satisfactory, a fact that resonates from past work where reaching out to enfranchise and educate all citizens has been a continuous challenge. Civic engagement will require long-term investment and a generation change as citizens learn how the state can complement the existing wantok system of governance. This strategy and approach should then be strategically punctuated by shorter-term voter education exercises focusing on registration and voting. Currently the SIEC has no civic education strategy and polling officials and returning offices at the local level are very clear on the "rules" governing voting on Election Day, but do not have engaging educational training or knowledge. Community notice boards act as default education strategy, where A4 print-outs in English of organizational memos serve as an un-engaging and inadequate education function. Local election officials have close contact with their communities, and working through them offers one way that local mechanisms can be used to implement national policy and education.

Villagers enjoy multidimensional opportunities for participation in village cultural life, religious life, social life and political decision making. Making the most of these existing structures and networks

[2] J. Braithwaite, S. Dinnen, Matthew Allen, Valerie Braithwaite & Hilary Charlesworth (2010) *Pillars and Shadows: Statebuilding as Peacebuilding in Solomon Islands*, Canberra: ANU E Press.

[3] Fraenkel, Jon (2004) *The Manipulation of Custom: From uprising to intervention in the Solomon Islands*, Wellington: Victoria University Press.

at the local level will be the key to civic and voter education strategies. And the burgeoning youth population also needs to be targeted before they hit the voting age of eighteen. The formal education system has limited capacity and information to tackle the building of democratic principles and debate that links the local level with the nation state. Civic engagement of the next generation of Solomon Islanders that sees them interested in voting, knowledgeable on the functions of the state and attuned to democracy and national politics will further develop the country as a representative democracy.

Output 4: Electoral, legal and administrative reform supported to contribute to a stronger electoral commission and representative democracy

The SIEC is an administrative body with limited leverage in relation to decisions pertaining to its budget, regulated by the Ministry of Home Affairs, and the recruitments of its staff. The SIEC has previously requested technical assistance from RAMSI to prepare amendments to the National Parliament Electoral Provisions (NPEP) in order to improve the electoral/legal framework through which it operates, including examining options for the creation of the SIEC as an independent state institution. While the SIEC is responsible for organizing and supervising the voter registration and the election of members to the national parliament (currently provincial elections are managed by the Department of Provincial Government under the local election act), it is also responsible for researching and introducing electoral reform. Thus any move to change the structure of the SIEC and its independence requires the strong involvement of SIEC in the process.

Other legal and electoral amendments that have an ability to improve the integrity of the electoral cycle in the Solomon Islands that have been developed but require further work by SIEC include: voter registration, campaign regulations, campaign finance, results management, identification of voters and illegal acts during election as well as the inclusion of regulations on candidate nomination and counting procedures. In addition a re-launched Political Party Integrity Bill (defeated in 2010) could have important consequences for the SIEC and the Solomon Islands, as the move to a stronger party system seeks to address the problems with political instability and women's political participation. Having the capacity to draft and review electoral, legal and administrative reforms and procedures that have the ability to strengthen the SIEC and its functioning will be essential to its ability to manage future elections.

And in regards to women's political participation and the electoral system, discussion of Temporary Special Measures (TSM) are increasing in the public discourse. In 2011, a convention brought together Church organizations, national and provincial Councils of Women, Provincial Assemblies, Heads of Government agencies the Office of the SIEC and donor partner representatives from the EU, UN Women and RAMSI to discuss past TSM strategies and to chart a way forward. In the current electoral cycle (2010-14) there was not one woman elected to national office until a by-election in July 2012 saw a women elected to the North Malaita constituency. Political discussions have indicated a will to reform the system to make it more inclusive; somewhat captured but not entirely covered in the Political Party Integrity Bill. Forums to discuss these issues, opening up the process to more extensive dialogue, and conducting research on the different electoral systems and their appropriateness for the country could all play a role in strengthening representative democracy in the Solomon Islands.

2.2. Electoral Cycle Approach Implementation

The approach for the Solomon Islands aims to ensure that international support is not built around a one-off event, and is instead provided within the framework of the overall cycle and integrated into the broader development and democratic governance agendas of the country. The ultimate purpose of this is to help the Solomon Islands and SIEC strengthen their democratic processes in accordance with their own needs. In line within this, there will be three distinct phases of support through the *Strengthening Electoral Cycle in the Solomon Islands* project although there will be some cross-cutting initiatives that are consistent across the entire cycle.

Pre-electoral period: Programme commencement – December 2013

This first phase focuses on electoral preparation including voter registration, planning, developing training procedures, and education strategies. Central to this project in this phase will be the implementation of the voter registration exercise, and having all strategies for implementation of 2014 national elections completed.

Indicative activities:

Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle (INTENSITY HIGH)

Output 1.1: Preparations for voter registration exercise completed

- Conduct an evaluation of the budget needed for the current voter registration plan and electoral plan for 2014
- Complete operational, procurement and logistics plans for the voter registration exercise
- Support the development of gender balanced Terms of Reference (TORs) and recruitment strategy for voter registration officials
- Conduct recruitment of electoral/ VR officials that aims for a gender balance of filled positions
- Initiate the development and implementation of training plan for voter registration officials that forms part of a broader training programme outlined in Output 2.
- Support the development of an official pool of electoral officials, based on VR exercise, that can then be utilised for other electoral exercises
- Formulation and Implementation of VR communication strategy and public outreach
- Create and support a task force to coordinate all voter registration activities

Output 1.2: Successful implementation of voter registration exercise

- Implementation of voter registration
- Implementation of corrections
- Monitoring of entire voter registration period, with lessons learned produced for management of 2014 election.
- Training of electoral officials at SIEC on using and maintaining the VR database.

- Input and cleaning of voter registration data.
- Undertake comprehensive review of data contained within the new Electoral Roll.

Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate (INTENSITY MEDIUM)

Output 2.1: Enhanced capacity of the SIEC to manage an electoral cycle:

- Identify the need for improvement in the capacity of the Commissioners; Secretariat and SIEC staff for smoothly managing of electoral operations that meet international standards, obligations, commitments and principles, and that reflects the will of the voters.
- Design and implement a capacity development plan.
- Production of timeline for all staff on duties that need to be completed up until December 2015.
- Develop and conduct performance appraisals for all staff, linked to timeline of duties.
- Update of job descriptions and development of recruitment processes for Returning Officers (ROs), polling officials, electoral managers and OSIEC staff.
- Build a positive identity for both the SIEC and the OSIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan.
- Public Administration skills training on finance management, research, drafting reports and expressions of interest, documentation, information technology awareness, document and record keeping for effective results management as per the capacity development plan.
- Develop asset management capacity, including audit of assets and logistical needs for 2014 as per the capacity development plan.
- Identify required thematic training through an organizational assessment to increase technical skills and knowledge on elections (BRIDGE or other courses).
- Develop and implement an holistic training programme (with calendar and budget) for electoral officials (that includes voter registration and election day duties) including instruction on recording sex-disaggregated data and other relevant information for SIEC results management.
- Review the election complaints procedures with a view to understanding the issues, looking at improving institutional processes and capacity to respond to complaints more effectively.
- Participation of SIEC at the Global Electoral Organization (GEO) conference in 2013, to exchange information and learn best-practice from other electoral management bodies.

Output 2.2: Improved infrastructure for more efficient electoral management:

- Purchase of GPS units and mapping of polling stations/centres and constituency boundaries to avoid village duplication and improve election management.

Output 2.3: Coordination, communication and planning ability of the SIEC strengthened:

- Coordination: an elections taskforce created (MHA, Education, Police, MPS, UNDP, donors, political parties) to discuss electoral related issues around voter registration (same as in output 1.1).

- The project assists SIEC in chairing a donor coordination board on a monthly basis, to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands.
- Creation of basic SIEC Website that is able to display election information and data, such us the name of candidates and elections results.
- Results management system created that is able to be coordinate and match data with the voter registration system and displays sex-disaggregated data.
- Within SIEC, develop procedures through which results are transferred to SIEC so they can accurately record data from the election.
- Develop a set of operating procedures for the SIEC and SIEC Office, including the asset management plan.
- Implementation of provincial workshops that takes HQ staff to the field to build stronger relationships.
- Develop and strengthen the internal (SIEC, SIEC Office, Returning Officers, other election officials in the field) and external (media, political parties, observers) communication and coordination strategy, including reporting guidelines.

Output 3: National authorities and civil society organizations have better capacity to train and educate the population on voter awareness and civic engagement (INTENSITY MEDIUM)

Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced:

- Recruit international civil education advisor (two years) to mentor and work with SIEC in development and outreach of civic and voter education strategies.
- Assist the SIEC to finalise and implement a voter education and information plan for the voter registration.
- Assist the SIEC in developing a long-term and holistic civic education strategy that utilizes the Solomon Island's diverse context, ties in punctuated voter education strategies and draws on SIEC's previous experiences. The strategy will include the establishment of a data base of products (posters, video/audio clips), a media component and a method to work with local networks and grass roots capability to assist with the delivery of civic and voter education information (like using festivals, traditional ways people gather, churches, sports, local drama and theatre groups, music, etc.).
- Communications plan developed for voter registration education tied into broader education strategy as above, and implemented by SIEC.
- As part of a framework for public outreach, include a media component that investigates option for broadcasting messages through SMS, radio and newspapers.
- Coordinate stakeholders and donors to develop an advocacy campaign on increasing women and youth's political participation leading into the 2014 elections.
- Engage with, and support, initiatives that create awareness on the introduction of Temporary Special Measures.
- Begin consultations with Ministry of Education and UNDP Parliament Project on developing a civic education strategy and package for secondary schools.

Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy (INTENSITY LOW)

Output 4.1: Strengthened legal capacity of the SIEC

- Legal capacity strengthened through the recruitment of a national Legal Adviser (for length of project) facilitated through the Ministry of Home Affairs.
- Review the results verification and announcement procedures, and draft amendments or new procedures to enhance SIEC oversight and verification ability.
- Review relevant legislation (e.g. the political party integrity ACT) and sit on relevant review committees where appropriate.
- Review candidate nomination procedures.
- Review issues surrounding the secrecy of the vote (voters being able to be identified by a serial number) and make amendments where necessary.
- Develop structure and capacity in SIEC to draft and assess electoral, administrative and legal reform.
- Create a dialogue on democracy and representation in the Solomon Islands through workshops.
- Provide expert advice on options to introduce Temporary Special Measures to assure the representation of women in Parliament, drafting necessary legislative changes as necessary.

Electoral period: January 2014 – December 2014

The second phase of the project focuses on electoral operations such as candidate and party nomination, recruitment and training of electoral officials, and voting and results management. The aim of this is to support the SIEC in managing and implementing the electoral event in a sustainable and cost-effective manner. National ownership is key to these processes, and the project will have the flexibility to bring in extra staff and advisors as part of the support package if implementation hurdles appear.

Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle (INTENSITY LOW)

Output 1.3: Sustainability and inclusiveness of registration system enhanced

- Potential update of voter registry.
- Cleaning of rolls.
- Evaluation of voter roll and registration process, exploring how a civil registry could be created and maintained based on the voter registry experience.
- Strategy developed to include unregistered voters, including those who have recently turned 18, into the new Voter Registry.

Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate (INTENSITY HIGH)

Output 2.1: Enhanced capacity of the SIEC to manage an electoral cycle

- Continued update and implementation of capacity development plan for the SIEC and OSIEC Office.
- Continued implementation of the staff appraisal methodology.
- Continue to build a positive identity for the office of SIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan.
- Conduct recruitment of electoral officials (ROs, polling officials, electoral managers).
- Implement trainings identified in the capacity development plan for HQ and field staff.
- Update and implement an holistic training programme for electoral officials developed in the pre-electoral phase (with a focus on election period duties) including instruction on recording sex-disaggregated data, electoral dispute resolution processes and other relevant information for SIEC results management.

Output 2.2: Improved infrastructure for more efficient electoral management:

- Targeted upgrading of office facilities to improve efficiency and functionality of the SIEC
- Creation of storage facilities to increase logistical sustainability.

Output 2.3: Coordination, communication and planning ability of the SIEC strengthened:

- Continuation of assistance to SIEC in chairing a donor coordination board on a monthly basis, to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands.
- Develop appropriate security plans for the public and electoral officials, and commence discussion with security agencies, including identification of potential "hotspot" areas.
- Develop suitable drafts of "codes of conduct" for election officials, political parties, candidates, media and observers.
- Implement the internal and external communication and coordination strategy.
- Strengthen the coordination between different areas of the commission and secretariat (national offices, electoral manager, ROs, polling officials), including implementation of provincial workshops that takes HQ staff to the field to build stronger relationships.
- Results tabulation completed and displayed on website.
- Coordination: an elections taskforce created (MOHA, Education Police, MPS, UNDP, donors, political parties) to discuss electoral related issues.

Output 3: National authorities and civil society organizations have better capacity to train and educate the population on voter awareness and civic engagement (INTENSITY HIGH)

Output 3.2: Increased implementation of civic and voter education activities

- Strengthen ROs and polling officials for civic and voter education through provision of resources and training (fed into capacity development outlined in Output 2).
- Develop education materials including posters, factsheets, radio spots, including a sub-set of materials that promote women's political participation.
- Implement a holistic civic and voter education strategy through local networks, including the establishment of a data base of products (posters, video/audio clips), a media

component and the provision of assistance to CSOs in developing voter education materials and strategies.

- Contact and form partnerships with broadcast bodies to deliver SIECS voter and civic education strategies (eg. phone companies, radio stations, newspapers, TV).
- Continue assisting the SIEC to continue working with stakeholders and donors on an advocacy campaign on increasing women's political participation leading into the 2014 elections.
- Continue engaging with, and supporting, initiatives that create awareness on the introduction of Temporary Special Measures.

Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy (INTENSITY MEDIUM)

Output 4.1: Strengthened legal capacity of the SIEC

- Upon national stakeholders' request, provide expert advice to the SIEC, Government and Parliament on various options for electoral and legal reform, facilitating round tables and conferences on the topic.
- Sit on legislation review committees where appropriate.
- Assess nomination of candidates and parties against established criteria.
- Verification of results.
- Handling of and response to electoral disputes not sent to High Court.
- Coordination with the High Court on electoral complaints procedures.

Post-Electoral Period: January 2015 – December 2015

The third and final phase of the project focuses on reviews and audits, strategic planning and legal reforms. It should build on previous phases of the cycle such as building on the sustainability and cost-effectiveness of the voter registry, mainstreaming civic education into the formal education system and draft legal reforms that aim at making the SIEC more efficient, independent and professional. Strategies for the next electoral cycle and elections in 2014 should also start being developed based on evaluations of the last electoral cycle.

Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle (INTENSITY LOW)

Output 1.3: Sustainability and inclusiveness of registration system enhanced

- Evaluation of inclusiveness of voter registry.
- Develop strategy for the continuous update of the voter registry.
- Development of strategy to create and implement a civil registry based on the voter registry experience.

Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate (INTENSITY MEDIUM)

Output 2.1: Enhanced capacity of the SIEC to manage an electoral cycle

- Evaluate success of capacity development plan, and reassess and strategize capacity development plan for the next electoral cycle.
- Workshops of election officials held at provincial levels to audit strengths and weaknesses of the last election period, identifying strategies for improvement.
- Continued implementation of the staff appraisal methodology.
- Train staff to conduct capacity assessments.
- Evaluate and revise of the capacity development plan for the next four years based on individual, organizational and environmental assessments.
- Ensuring the proper archiving of all relevant materials and information (including electronic) from the last election cycle.
- Evaluate requirements for further international support, and begin request processes if needed.

Output 3: National authorities and civil society organizations have better capacity to train and educate the population on voter awareness and civic engagement (INTENSITY MEDIUM)

Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced:

- Support the Ministry of Education to introduce democracy and national identity information into the school curriculum.
- In coordination with UNDP Parliament project, conduct trainings with MPs on their civic roles and bring discussion to the broader public through the "week of parliament" and public information programme.
- Conduct evaluation of effectiveness of the voter and civic education strategies of the SIEC and local networks.
- Workshop to debate women's participation in the 2014 elections and in the Solomon Islands political life.

Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy (INTENSITY MEDIUM)

Output 4.1: Strengthened legal capacity of the SIEC

- Audit 2014 electoral processes and examining the Electoral Act, identifying amendments to Electoral Act where appropriate, inter alia for strengthening SIEC's ability to manage the electoral cycle.
- Assessment conducted on feasibility of creating an independent SIEC, drafting legislation as necessary.
- Upon national stakeholders' request, provide expert advice to the SIEC, Government and Parliament on various options for electoral and legal reform, facilitating round tables and conferences on the topic.

- Revisiting any necessary legal reform to improve women participation in political life.

SECTION 3: RESULTS AND RESOURCES FRAMEWORK (OCT 2012 - DEC 2015)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Amount
		2012	2013	2014	2015		
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle ***Baseline***: Current voter roll has been deemed inaccurate and obsolete and SIEC legally obliged to create a new one ***Indicator***: Development of new representative voter roll and roll management system							
1.1: Preparations for voter registration exercise completed ***Baseline***: Completely new system with no polling officials identified or trained on its implementation ***Indicator***: Number of male and female polling officials trained to implement voter registration exercise	1.1.1: Conduct an evaluation of the budget needed for the current voter registration plan and electoral plan for 2014. 1.1.2: Complete operational, procurement and logistics plans for the voter registration exercise. 1.1.3: Support the development of gender balanced Terms of Reference (TORs) and recruitment strategy for voter registration officials. 1.1.4: Conduct recruitment of electoral/ VR officials that aims for a gender balance of filled positions. 1.1.5: Initiate the development and implementation of training plan for voter registration officials that forms part of a broader training programme outlined in Output 2. 1.1.6: Support the development of an official pool of electoral officials, based on VR exercise that can then be utilised for other electoral exercises. 1.1.7: Formulation and Implementation of VR communication strategy and public outreach. 1.1.8: Create and support a task force to coordinate all voter registration activities.	X	X			UNDP SIEC MOHA Provincial Government	535,000

1.2: Successful implementation of voter registration exercise ***Baseline*:** Old voter roll larger in some constituencies than estimated population ***Indicator*:** % of people on new voter roll compared to estimated population	1.2.1: Implementation of voter registration. 1.2.2: Implementation of corrections. 1.2.3: Monitoring of entire voter registration period, with lessons learned produced for management of 2014 election. 1.2.4: Training of electoral officials at SIEC on using and maintaining the VR database. 1.2.5: Input and cleaning of voter registration data. 1.2.6: Undertake comprehensive review of data contained within the new Electoral Roll.		X			UNDP SIEC MOHA Provincial Government	1,530,000
1.3: Sustainability and inclusiveness of registration system enhanced ***Baseline*:** Registration system designed by RAMSI as a one of event ***Indicator*:** Frequency that voter roll can be up-dated in an electoral cycle	1.3.1: Potential update of voter registry. 1.3.2: Cleaning of rolls. 1.3.3: Evaluation of voter roll and registration process, exploring how a civil registry could be created and maintained based on the voter registry experience. 1.3.4: Strategy developed to include unregistered voters, including those who have recently turned 18, into the new Voter Registry. 1.3.5: Evaluation of inclusiveness of voter registry. 1.3.6: Develop strategy for the continuous update of the voter registry. 1.3.7: Development of strategy to create and implement a civil registry based on the voter registry experience.		X	X		UNDP SIEC MOHA	300,000
TOTAL OUTPUT 1:						Total	2,365,000
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate ***Baseline*:** % of SIEC operational plan implemented at start of project ***Indicator*:** % of SIEC operational plan implemented at end of project							

Output 2.1: Enhanced capacity of the SIEC to mange an electoral cycle ***Baseline***: No baseline exists, initiate survey at start of project ***Indicator***: Percentage of SIEC staff that believe they are more capable of conducting their jobs than they were a year ago	2.1.1: Identify the need for improvement in the capacity of the Commissioners; Secretariat and SIEC staff for smoothly managing of electoral operations that meet international standards, obligations, commitments and principles, and that reflects the will of the voters. 2.1.2: Design and implement a capacity development plan. 2.1.3: Production of timeline for all staff on duties that need to be completed up until December 2015. 2.1.4: Develop and conduct performance appraisals for all staff, linked to timeline of duties. 2.1.5: Update of job descriptions and development of recruitment processes for Returning Officers (ROs), polling officials, electoral managers and OSIEC staff. 2.1.6: Build a positive identity for both the SIEC and the OSIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan. 2.1.7: Public Administration skills training on finance management, research, drafting reports and expressions of interest, documentation, information technology awareness, document and record keeping for effective results management as per the capacity development plan. 2.1.8: Develop asset management capacity, including audit of assets and logistical needs for 2014 as per the capacity development plan. 2.1.9: Identify required thematic training through an organizational assessment to increase technical skills and knowledge on elections (BRIDGE or other courses). 2.1.10: Develop and implement an holistic training programme (with calendar and budget) for electoral officials (that includes voter registration and election day duties) including instruction on recording sex-disaggregated data and other relevant information for SIEC results management. 2.1.11: Review the election complaints procedures with a view to understanding the issues, looking at improving institutional processes and capacity to		X	X	X	UNDP SIEC MOHA High Court Ministry of Public Service Public Service Commission Institute of Public Administration and Management	2,008,000

	respond to complaints more effectively. 2.1.12: Participation of SIEC at the Global Electoral Organization (GEO) conference in 2013, to exchange information and learn best-practice from other electoral management bodies. 2.1.13: Continued update and implementation of capacity development plan for the SIEC and OSIEC Office. 2.1.14: Continued implementation of the staff appraisal methodology. 2.1.15: Continue to build a positive identity for the office of SIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan. 2.1.16: Conduct recruitment of electoral officials (ROs, polling officials, electoral managers). 2.1.17: Implement trainings identified in the capacity development plan for HQ and field staff. 2.1.18: Update and implement an holistic training programme for electoral officials developed in the pre-electoral phase (with a focus on election period duties) including instruction on recording sex-disaggregated data, electoral dispute resolution processes and other relevant information for SIEC results management. 2.1.19: Evaluate success of capacity development plan, and reassess and strategize capacity development plan for the next electoral cycle. 2.1.20: Workshops of election officials held at provincial levels to audit strengths and weaknesses of the last election period, identifying strategies for improvement. 2.1.21: Continued implementation of the staff appraisal methodology. 2.1.22: Train staff to conduct capacity assessments. 2.1.23: Evaluate and revise of the capacity development plan for the next four years based on individual, organizational and environmental assessments. 2.1.24: Ensuring the proper archiving of all relevant materials and information (including electronic) from the last election cycle.						

	2.1.25: Evaluate requirements for further international support, and begin request processes if needed.						
Output 2.2: Improved infrastructure for more efficient electoral management ***Baseline:*** Insufficient infrastructure to store assets and complete tasks outlined in operational plan ***Indicator:*** # of activities in operational plan being achieved as consequence of infrastructure improvements	2.2.1: Purchase of GPS units to map polling stations/centres and constituency boundaries to avoid village duplication. 2.2.2: Targeted upgrading of office facilities to improve efficiency and functionality of the SIEC. 2.2.3: Creation of storage facilities to increase logistical sustainability .		**X**			UNDP SIEC MOHA Provincial Government's	450,000
Output 2.3: Coordination, communication and planning ability of the SIEC strengthened ***Baseline:*** Currently no forum or structured dialogue with electoral stakeholders exists ***Indicator:*** Number of electoral stakeholders that SIEC is formally engaged with on a regular basis	2.3.1: Coordination: an elections taskforce created (MHA, Education, Police, MPS, UNDP, donors, political parties) to discuss electoral related issues around voter registration (same as in output 1.1). 2.3.2: The project assists SIEC in chairing a donor coordination board on a monthly basis, to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands. 2.3.3: Creation of basic SIEC Website that is able to display election information and data, such us the name of candidates and elections results. 2.3.4: Results management system created that is able to be coordinate and match data with the voter registration system and displays sex-disaggregated data. 2.3.5: Within SIEC, develop procedures through which results are transferred to SIEC so they can accurately record data from the election. 2.3.6: Develop a set of operating procedures for the SIEC and SIEC Office, including the asset management plan. 2.3.7: Implementation of provincial workshops that takes HQ staff to the field to build stronger relationships. 2.3.8: Develop and strengthen the internal (SIEC, SIEC Office, Returning Officers, other election		**X**	**X**	**X**	UNDP SIEC Provincial Governments Police Media agencies	341,000

	officials in the field) and external (media, political parties, observers) communication and coordination strategy, including reporting guidelines. 2.3.9: Continuation of assistance to SIEC in chairing a donor coordination board on a monthly basis, to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands. 2.3.10: Develop appropriate security plans for the public and electoral officials, and commence discussion with security agencies, including identification of potential "hotspot" areas. 2.3.11: Develop suitable drafts of "codes of conduct" for election officials, political parties, candidates, media and observers. 2.3.12: Implement the internal and external communication and coordination strategy. 2.3.13: Strengthen the coordination between different areas of the commission and secretariat (national offices, electoral manager, ROs, polling officials), including implementation of provincial workshops that takes HQ staff to the field to build stronger relationships. 2.3.14: Results tabulation completed and displayed on website. 2.3.15: Coordination: an elections taskforce created (MOHA, Education Police, MPS, UNDP, donors, political parties) to discuss electoral related issues.						
TOTAL OUTPUT 2:						Total	2,799,000
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement ***Baseline:*** No civic and voter education strategy being implemented ***Indicator:*** Implementation of voter and civic education activities by national authorities and local networks							

Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced: ***Baseline*:** No civic and voter education strategy exists ***Indicator*:** Progress made in finalizing strategies	3.1.1: Recruit international civil education advisor (two years) to mentor and work with SIEC in development and outreach of civic and voter education strategies. 3.1.2: Assist the SIEC to finalise and implement a voter education and information plan for the voter registration. 3.1.3: Assist the SIEC in developing a long-term and holistic civic education strategy that utilizes the Solomon Island's diverse context, ties in punctuated voter education strategies and draws on SIEC's previous experiences. The strategy will include the establishment of a data base of products (posters, video/audio clips), a media component and a method to work with local networks and grass roots capability to assist with the delivery of civic and voter education information (like using festivals, traditional ways people gather, churches, sports, local drama and theatre groups, music, etc.). 3.1.4: Communications plan developed for voter registration education tied into broader education strategy as above, and implemented by SIEC. 3.1.5: As part of a framework for public outreach, include a media component that investigates option for broadcasting messages through SMS, radio and newspapers. 3.1.6: Coordinate stakeholders and donors to develop an advocacy campaign on increasing women and youth's political participation leading into the 2014 elections. 3.1.7: Engage with, and support, initiatives that create awareness on the introduction of Temporary Special Measures. 3.1.8: Begin consultations with Ministry of Education and UNDP Parliament Project on developing a civic education strategy and package for secondary schools. 3.1.9: Support the Ministry of Education to introduce democracy and national identity information into the school curriculum. 3.1.10: In coordination with UNDP Parliament project, conduct trainings with MPs on their civic	X	X	X	X	UNDP SIEC MOHA Parliament Ministry of Education	1,040,000

	roles and bring discussion to the broader public through the "week of parliament" and public information programme. 3.1.11: Conduct evaluation of effectiveness of the voter and civic education strategies of the SIEC and local networks. 3.1.12: Workshop to debate women's participation in the 2014 elections and in the Solomon Islands political life.						
Output 3.2: Increased implementation of civic and voter education activities: ***Baselines:*** No electoral officials trained on civic education No local networks identified for implementation of education strategies ***Indicators:*** % of electoral officials trained on civic education Number of local networks implementing education strategies	3.2.1: Strengthen ROs and polling officials for civic and voter education through provision of resources and training (fed into capacity development outlined in Output 2). 3.2.2: Develop education materials including posters, factsheets, radio spots, including a sub-set of materials that promote women's political participation. 3.2.3: Implement a holistic civic and voter education strategy through local networks, including the establishment of a data base of products (posters, video/audio clips), a media component and the provision of assistance to CSOs in developing voter education materials and strategies. 3.2.4: Contact and form partnerships with broadcast bodies to deliver SIECS voter and civic education strategies (eg. phone companies, radio stations, newspapers, TV). 3.2.5: Continue assisting the SIEC to continue working with stakeholders and donors on an advocacy campaign on increasing women's political participation leading into the 2014 elections. 3.2.6: Continue engaging with, and supporting, initiatives that create awareness on the introduction of Temporary Special Measures.		X	X		UNDP SIEC Ministry of Education Ministry of Women's Affairs Parliament Media agencies	700,000
TOTAL OUTPUT 3:						Total	1,740,000

Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy ***Baseline:*** Consultations on political party integrity bill and TSM held in 2011 and 2012 ***Indicators:*** Number of pieces of electoral related legislation that SIEC has had input on							
Output 4.1: Strengthened legal capacity of the SIEC ***Baseline:*** Currently no legal capacity in SIEC to draft reform or ensure electoral legal standards ***Indicators:*** # of electoral laws SIEC ensures compliance with	4.1.1: Legal capacity strengthened through the recruitment of a national Legal Adviser (for length of project) facilitated through the Ministry of Home Affairs. 4.1.2: Review the results verification and announcement procedures, and draft amendments or new procedures to enhance SIEC oversight and verification ability. 4.1.3: Review relevant legislation (e.g. the political party integrity ACT) and sit on relevant review committees where appropriate. 4.1.4: Review candidate nomination procedures. 4.1.5: Review issues surrounding the secrecy of the vote (voters being able to be identified by a serial number) and make amendments where necessary. 4.1.6: Develop structure and capacity in SIEC to draft and assess electoral, administrative and legal reform. 4.1.7: Create a dialogue on democracy and representation in the Solomon Islands through workshops. 4.1.8: Provide expert advice on options to introduce Temporary Special Measures to assure the representation of women in Parliament, drafting necessary legislative changes as necessary. 4.1.9: Upon national stakeholders' request, provide expert advice to the SIEC, Government and Parliament on various options for electoral and legal reform, facilitating round tables and conferences on the topic. 4.1.10: Sit on legislation review committees where		X	X	X	SIEC UNDP High Court Provincial Government's Parliament	351,000

	appropriate. 4.1.11: Assess nomination of candidates and parties against established criteria. 4.1.12: Verification of results. 4.1.13: Handling of and response to electoral disputes not sent to High Court. 4.1.14: Coordination with the High Court on electoral complaints procedures. 4.1.15: Audit 2014 electoral processes and examining the Electoral Act, identifying amendments to Electoral Act where appropriate, inter alia for strengthening SIEC's ability to manage the electoral cycle. 4.1.16: Assessment conducted on feasibility of creating an independent SIEC, drafting legislation as necessary. 4.1.17: Upon national stakeholders' request, provide expert advice to the SIEC, Government and Parliament on various options for electoral and legal reform, facilitating round tables and conferences on the topic. 4.1.18: Revisiting any necessary legal reform to improve women participation in political life.						
TOTAL OUTPUT 4:						Total	351,000
TOTAL OUTPUTS:						Total	7,255,000
Management and Technical Assistance	Chief Technical Advisor National Programme Manager National Legal Advisor UNV Civic/Voter Education Specialist	X X	X X X X	X X X X	X X X X	P5 for 3.25 years TOTAL	806,000 46,800 75,000 180,000 1,107,800
OUTPUTS + MANAGEMENT							8,362,800
+ 7% GMS							585,396
TOTAL						Total	8,948,196

SECTION 4: ANNUAL WORKPLANS

Year 2012:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY		
		Q1	Q2	Q3	Q4		Budget Description	Amount
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle ***Baseline:*** Current voter roll has been deemed inaccurate and obsolete and SIEC legally obliged to create a new one ***Indicator:*** Development of new representative voter roll and roll management system								
Output 1.1: Preparations for voter registration exercise completed ***Baseline:*** Completely new system with no polling officials identified or trained on its implementation ***Indicator:*** Number of male and female polling officials trained to implement voter registration exercise	- Conduct an evaluation of the budget needed for the current voter registration plan - Develop an operational, procurement and logistics plan for the voter registration exercise				X	UNDP SIEC	- travel to provinces and meetings to assess registration needs	10,000
TOTAL OUTPUT 1:							Total	10,000
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate ***Baseline:*** % of SIEC operational plan implemented at start of project ***Indicator:*** % of SIEC operational plan implemented at end of project								

Output 2.1: Enhanced capacity of the SIEC to manage an electoral cycle ***Baseline*:** No baseline exists, initiate survey at start of project ***Indicator*:** Percentage of SIEC staff that believe they are more capable of conducting their jobs than they were a year ago	-Technical advice provided to the SIEC to assist in voter registration, management of election results, voter and civic education, engagement with stakeholders and capacity development Identify the needs for improved capacity of the Commissioners; Secretariat and SIEC staff for smoothly managing of electoral operations - Develop timeline of activities for SIEC to complete over next 3 years - Build a positive identity for the office of SIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan - Identify thematic trainings through an organizational assessment to increase technical skills and knowledge on elections (BRIDGE or other courses) - Legal capacity strengthened through the recruitment of a national legal adviser		X	UNDP SIEC MOHA	- team workshops, meetings - BRIDGE evaluation -Recruitment	2,000 5,000 1,000
Output 2.3: Coordination, communication and planning ability of the SIEC strengthened ***Baseline*:** Currently no forum or structured dialogue with electoral stakeholders exists ***Indicator*:** Number of electoral stakeholders that SIEC is formally engaged with on a regular basis	- Recruit IT expert to create basic SIEC Website - Develop monthly coordination meeting for electoral stakeholders and donors		X		-recruitment	1,000
TOTAL OUTPUT 2:					Total	9,000
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement ***Baseline*:** No civic and voter education strategy being implemented ***Indicator*:** Implementation of voter and civic education activities by national authorities and local networks						
Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced: ***Baseline*:** No civic and voter education strategy exists ***Indicator*:** Progress made in finalizing strategies	-Hire UNV civic education advisor for duration or project		X	UNDP UNV		

TOTAL OUTPUT 3:							Total	0
Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy ***Baseline:*** Consultations on political party integrity bill and TSM held in 2011 and 2012 ***Indicators:*** Number of pieces of electoral related legislation that SIEC has had input on								
Output 4.1: Strengthened legal capacity of the SIEC ***Baseline:*** Currently no legal capacity in SIEC to draft reform or ensure electoral legal standards ***Indicators:*** # of electoral laws SIEC ensures compliance with	-Hire National Legal Advisor to work within SIEC for duration of project				X	UNDP SIEC MOHA	- recruitment	1,000
TOTAL OUTPUT 4:							Total	1,000
TOTAL OUTPUTS:								20,000
Management and Technical Support	Chief Technical Advisor National Programme Manager				X X		Contract Total	62,000 3,600 65,600
Outputs + Management								85,600
Cost Recovery GMS +7%								5992
TOTAL							Total	91,592

Year 2013:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Budget Description	Amount
		Q1	Q2	Q3	Q4			
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle ***Baseline***: Current voter roll has been deemed inaccurate and obsolete and SIEC legally obliged to create a new one ***Indicator***: Development of new representative voter roll and roll management system								
Output.1.1: Preparations for voter registration exercise completed ***Baseline***: Completely new system with no polling officials identified or trained on its implementation ***Indicator***: Number of male and female polling officials trained to implement voter registration exercise	- Develop operational, procurement and logistics plans for the voter registration exercise - Development of gender balanced Terms of Reference (TORs) and recruitment strategy for voter registration officials - Conduct recruitment of electoral/ VR officials that aims for a gender balance of filled positions - Development and implementation of a training plan for voter registration officials that forms part of a broader training programme outlined in Output 2. - Development of an official pool of electoral officials, based on VR exercise, that can then be utilised for other electoral exercises - Implementation of VR communication strategy, public outreach (developed by RAMSI) - implementation of SIEC stakeholder engagement structure and processes at national and provincial levels	X X X X X	 X X X X	 X	 X X	UNDP SIEC Provincial Government	- voter registration consultant (1 year) -recruitment (advertising) - communication plan outreach (travel, workshops, material development, media) - training of officials (hire of trainers, material development travel, workshops) -stakeholder meetings travel, conference room hire	100,000 5,000 200,000 200,000 20,000

Output 1.2: Successful implementation of voter registration exercise ***Baseline:*** Old voter roll larger in some constituencies than estimated population ***Indicator:*** % of people on new voter roll compared to estimated population	- Implementation of voter registration - Implementation of corrections - Monitoring of entire voter registration period, with lessons learned produced for management of 2014 election - Training of electoral officials at SIEC on using and maintaining the VR data-base - Input and cleaning of voter registration data - Undertake comprehensive review of data contained within the new Electoral Roll		X	X X X X X	X X		-advertising, media - transport, materials, security, -hire of monitors for registration period - training costs - electronic production of voter lists	60,000 1,200,000 100,000 150,000 20,000
TOTAL OUTPUT 1:							Total	2,055,000
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate ***Baseline:*** % of SIEC operational plan implemented at start of project ***Indicator:*** % of SIEC operational plan implemented at end of project								

Output 2.1: Enhanced capacity of the SIEC to mange an electoral cycle ***Baseline***: No baseline exists, initiate survey at start of project ***Indicator***: Percentage of SIEC staff that believe they are more capable of conducting their jobs than they were a year ago	- Begin implementation of capacity development plan - Develop and conduct performance appraisals for all staff, linked to timeline of duties - Update of job descriptions and development of recruitment processes for ROs, polling officials, electoral managers and SIEC staff - Build a positive identity for the office of SIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan - Public Administration skills training on finance management, research, drafting reports and expressions of interest, documentation, information technology awareness, document and record keeping for effective results management - Develop asset management capacity, including audit of assets and logistical needs for 2014 elections - Implementation of thematic trainings based on organizational assessment (BRIDGE or other courses) - Develop holistic training programme for electoral officials (that includes voter registration and election day duties) including instruction on recording sex-disaggregated data and other relevant information for SIEC results management - Review the election complaints procedures with a view to understanding the issues, looking at improving institutional processes and capacity to respond to complaints more effectively -Participation at 2013 GEO meeting	X X X X X X X X X	X X X X X X X X	X X X X	X X X X	UNDP SIEC Ministry of Public Service Public Service Commission Institute of Public Administration and Management	- consultants (national and international) to assist implementation where needed - workshops/ training in Honiara and provinces on public admin - BRIDGE trainings - audit of provincial and HQ logistical needs (travel, accommodation, auditor) - GEO trip	150,000 150,000 200,000 30,000 10,000

Output 2.2: Improved infrastructure for more efficient electoral management ***Baseline***: Insufficient infrastructure to store assets and complete tasks outlined in operational plan ***Indicator***: # of activities in operational plan being achieved as consequence of infrastructure improvements	- Purchase of GPS units and mapping of polling stations/centres and constituency boundaries to avoid village duplication and improve election management.	X		X	X	UNDP SIEC Provincial Governments Constituency Boundaries Commission	-purchase of GPS equipment - recruitment and expenses of consultants to map with GPS	- 5000 -100,000
Output 2.3: Coordination, communication and planning ability of the SIEC strengthened ***Baseline***: Currently no forum or structured dialogue with electoral stakeholders exists ***Indicator***: Number of electoral stakeholders that SIEC is formally engaged with on a regular basis	- Creation of basic SIEC Website that is able to display election results - Results management system created that is able to be coordinate and match data with the voter registration system and displays sex-disaggregated data - Within SIEC, develop procedures through which results are transferred to SIEC so they can accurately record data from the election - Strengthen the coordination between different areas of the commission and secretariat (national offices, electoral manager, ROs, polling officials), including implementation of provincial workshops around voter registration that takes HQ staff to the field to build stronger relationships - Create an elections taskforce around voter registration (MOHA, Education Police, MPS, UNDP, donors, political parties)	X	X X X	X X X	X	UNDP SIEC MOHA Provincial Governments	- website developer consultant -results management system consultant - workshops, travel	- 80,000 -80,000 -40,000
TOTAL OUTPUT 2:							Total	845,000
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement ***Baseline***: No civic and voter education strategy being implemented ***Indicator***: Implementation of voter and civic education activities by national authorities and local networks								

Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced ***Baselines***: No electoral officials trained on civic education No local networks identified for implementation of education strategies ***Indicators***: % of electoral officials trained on civic education Number of local networks implementing education strategies	- Assist the SIEC in developing a long-term and holistic civic education strategy that utilizes the Solomon Island's diverse context; ties in punctuated voter education strategies and exercises; works with both national and local networks and actors; and has a clear framework for public outreach. - Communications plan developed by RAMSI for voter registration education tied into broader education strategy as above, and implemented by SIEC - As part of a framework for public outreach, include a media component that investigates option for broadcasting messages through SMS, radio and newspapers - Develop strategy to work with local networks and grass roots capability to assist with the delivery of civic and voter education information. (Engaging people into society, cultural festivals, traditional ways people gather, churches, football and other sports, local drama and theatre groups, music) - Within this strategy develop specific engagement strategies for targeting women and youths political participation - Coordinate stakeholders and donors to develop an advocacy campaign on increasing women's political participation leading into the 2014 elections - Continue support public advocacy initiatives on Temporary Special Measures - Begin consultations with Ministry of Education and UNDP Parliament Project on developing a civic education strategy and package for secondary schools	X X X X X X X	X X X X X X X	X X X	X X	UNDP SIEC Ministry of Women's Affairs Provincial Governments Ministry of Education	- broadcasting, media, advertising -work with local networks – travel, accommodation, material development, stipends, workshops, theatre groups) - other material development for use by SIEC -workshops and advocacy on TSM	100,000 500,000 40,000
TOTAL OUTPUT 3:							Total	640,000
Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy ***Baseline***: Consultations on political party integrity bill and TSM held in 2011 and 2012 ***Indicators***: Number of pieces of electoral related legislation that SIEC has had input on								

Output 4.1: Strengthened legal capacity of the SIEC ***Baseline***: Currently no legal capacity in SIEC to draft reform or ensure electoral legal standards ***Indicators***: # of electoral laws SIEC ensures compliance with	- Review the results verification and announcement procedures, and draft amendments or new procedures to enhance SIEC oversight and verification ability - Review relevant legislation (e.g. the political party integrity ACT) and sit on relevant review committees where appropriate - Review candidate nomination procedures - Review issues surrounding the secrecy of the vote (voters being able to be identified by a serial number) and make amendments where necessary - Develop structure and capacity in SIEC to draft and assess electoral, administrative and legal amendments - Create a dialogue on democracy and representation in the Solomon Islands through workshops (potentially with Commonwealth)	X X X X X X	X X X X X X	X X X	X X X X X	UNDP SIEC Parliament High Court	- legal training of SIEC through workshops -democracy discussions held in eight provinces + Honiara	20,000 120,000
TOTAL OUTPUT 4:							Total	140,000
TOTAL OUTPUTS:								3,680,000
Management and Technical Support	Chief Technical Advisor National Programme Manager National Legal Advisor UNV Civic/Voter Education Specialist	X X X X	X X X X	X X X X	X X X X		 Total	248,000 14,400 25,000 60,000 347,400
Outputs + Management								4,027,400
Cost Recovery GMS +7%								281,918
TOTAL							Total	4,309,318

Year 2014:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY		
		Q1	Q2	Q3	Q4		Budget Description	Amount
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle ***Baseline***: Current voter roll has been deemed inaccurate and obsolete and SIEC legally obliged to create a new one ***Indicator***: Development of new representative voter roll and roll management system								
Output.1.3: Sustainability and inclusiveness of registration system enhanced ***Baseline***: Completely new system with no polling officials identified or trained on its implementation ***Indicator***: Number of male and female polling officials trained to implement voter registration exercise	- Cleaning of rolls - Potential update of voter registry - Evaluation of voter roll and registration process - Strategy developed to include unregistered voters, including those who have recently turned 18, into the new Voter Registry	X X X X	X X			UNDP SIEC	- update of voter registry targeting key geographical areas (transport, materials, hiring of officials) - consultant to assist SIEC develop strategy	-200,000 20,000
TOTAL OUTPUT 1:							Total	220,000
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate ***Baseline***: % of SIEC operational plan implemented at start of project ***Indicator***: % of SIEC operational plan implemented at end of project								

Output 2.1: Enhanced capacity of the SIEC to mange an electoral cycle ***Baseline*:** No baseline exists, initiate survey at start of project ***Indicator*:** Percentage of SIEC staff that believe they are more capable of conducting their jobs than they were a year ago	- Implementation of capacity development plan - Continue to build a positive identity for the office of SIEC through teambuilding exercises, regular team meetings and participatory exercises on how to implement the SIEC operational plan - Conduct recruitment of electoral officials (ROs, polling officials, electoral managers) - Implement thematic trainings identified in the pre-electoral cycle (BRIDGE or other courses) for HQ and field staff - Implement training programme for electoral officials developed in the pre-electoral phase (that has focus on election period duties) including instruction on recording sex-disaggregated data and other relevant information for SIEC results management - Implement and train election officials on electoral dispute resolution processes identified in the pre-capacity to respond to complaints more effectively - Results tabulation completed and displayed on website	X X X X	X X X X X	X X X X X	X X X X X X	UNDP SIEC MOHA Provincial Government Ministry of Public Service Public Service Commission Institute of Public Administration and Management	- trainings for capacity development (travel, hire of facilitator, materials - workshops -recruitment -trainings of electoral officials (travel, materials, trainers) - logistics	200,000 100,000 600,000 400,000
Output 2.2: Improved infrastructure for more efficient electoral management ***Baseline*:** Insufficient infrastructure to store assets and complete tasks outlined in operational plan ***Indicator*:** # of activities in operational plan being achieved as consequence of infrastructure improvements	- Targeted upgrading of office facilities to improve efficiency and functionality of the SIEC - Creation of storage facilities to increase logistical sustainability	X X	X X	X X		UNDP SIEC MOHA Provincial Government	- infrastructure improvements - storage facilities created	150,000 195,000

Output 2.3: Coordination, communication and planning ability of the SIEC strengthened ***Baseline***: Currently no forum or structured dialogue with electoral stakeholders exists ***Indicator***: Number of electoral stakeholders that SIEC is formally engaged with on a regular basis	- Develop appropriate security plans for the public and electoral officials, and commence discussion with security agencies, including identification of potential "hotspot" areas. - Develop suitable drafts of "codes of conduct" for election officials, political parties, candidates, media and observers - Strengthen the coordination between different areas of the commission and secretariat (national offices, electoral manager, ROs, polling officials), including implementation of provincial workshops that takes HQ staff to the field to build stronger relationships - Coordination: an elections taskforce created (MOHA, Education Police, MPS, UNDP, donors, political parties) to discuss electoral related issues	X X X X	X X X X	X X X X	X X X X	SIEC UNDP Police	- workshops with provincial officials and SIEC (travel, DSA) - meeting on codes of conduct with stakeholders -security plans developed based on field trips to provinces	100,000 20,000 20,000
TOTAL OUTPUT 2:							Total	1,785,000
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement ***Baseline***: No civic and voter education strategy being implemented ***Indicator***: Implementation of voter and civic education activities by national authorities and local networks								

Output 3.2: National authorities and civil society have better capacity to train and eduction population on voter awareness and civic engagement ***Baselines***: No electoral officials trained on civic education No local networks identified for implementation of education strategies ***Indicators***: % of electoral officials trained on civic education Number of local networks implementing education strategies	- Strengthen ROs and polling officials for civic and voter education through provision of resources and training (fed into capacity development outlined in Output 2) - Develop education materials including posters, factsheets, radio spots, including a sub-set of materials that promote women's political participation - Implement civic education plan that focuses on the peaceful and happy processes of an election (building on the concept of the Solomon Islands as "the happy isles) - Implement voter and civic education strategy through local networks - Contact and form partnerships with broadcast bodies to deliver SIECS voter and civic education strategies (eg. phone companies, radio stations, newspapers, TV) -Implement public education strategy aimed at getting more women into parliament - Continue supporting public advocacy initiatives on Temporary Special Measures	X X X X X X X	X X X X X X X	X X X X X X X	X X X X X X X	UNDP SIEC Parliament Ministry of Women's Affairs Provincial Governments	- resources and training at local level (travel, venue hire, training costs) - education materials -broadcasting costs	500,000 100,000 100,000
TOTAL OUTPUT 3:							Total	700,000
Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy ***Baseline***: Consultations on political party integrity bill and TSM held in 2011 and 2012 ***Indicators***: Number of pieces of electoral related legislation that SIEC has had input on								
Output 4.1: Strengthened legal capacity of the SIEC ***Baseline***: Currently no legal capacity in SIEC to draft reform or ensure electoral legal standards ***Indicators***: # of electoral laws SIEC ensures compliance with	- Sit on legislation review committees where appropriate - Assess nomination of candidates and parties against established criteria - Assess validity of results - Analyze electoral disputes	X X X X	X X X X	X X X X	X X X X	SIEC MOHA High Court	- travel to field sites to observe nominations - stakeholder meetings	- 20,000 -20,000
TOTAL OUTPUT 4:							Total	40,000
TOTAL OUTPUTS:							Total	2,745,000

Management and Technical Support	Chief Technical Advisor National Programme Manager National Legal Advisor UNV Civic/Voter Education Specialist	X X X X	X X X X	X X X X	X X X X		Total	248,000 14,400 25,000 60,000 347,400
Outputs + Management								3,092,400
Cost Recovery GMS +7%								216,468
TOTAL							Total	3,308,868

Year 2015:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY		
		Q1	Q2	Q3	Q4		Budget Description	Amount
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle ***Baseline*:** Current voter roll has been deemed inaccurate and obsolete and SIEC legally obliged to create a new one ***Indicator*:** Development of new representative voter roll and roll management system								
Output.1.3: Sustainability and inclusiveness of registration system enhanced ***Baseline*:** Completely new system with no polling officials identified or trained on its implementation ***Indicator*:** Number of male and female polling officials trained to implement voter registration exercise	- Evaluation of inclusiveness of voter registry - Develop strategy to make the voter registry continuously updated - Explore how a civil registry could be created and maintained based on the voter registry experience - Develop strategy to link voter registry to creation of a civil registry	X X X	X X X	 X	 X	UNDP SIEC MOHA	- workshop to develop inclusive register - consultants	40,000 40,000
TOTAL OUTPUT 1:							Total	80,000
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfill its mandate ***Baseline*:** % of SIEC operational plan implemented at start of project ***Indicator*:** % of SIEC operational plan implemented at end of project								

Output 2.1: Enhanced capacity of the SIEC to mange an electoral cycle ***Baseline***: No baseline exists, initiate survey at start of project ***Indicator***: Percentage of SIEC staff that believe they are more capable of conducting their jobs than they were a year ago	- Evaluate success of capacity development plan, and reassess and strategize capacity development plan for the next electoral cycle - Workshops of election officials held at provincial levels to audit strengths and weaknesses of the last election period, identifying strategies for improvement - Development new capacity development plan for the next four years based on individual, organizational and environmental assessments - Train staff to conduct capacity assessments - Archiving of all relevant materials and information (including electronic) from the last election cycle - Evaluate requirements for further international support, and begin request processes if needed	X X X X	X X X X X	X X X X	 X X	UNDP SIEC MOHA Provincial Government	-consultant -workshops for audit -training	-40,000 -100,000 -20,000
TOTAL OUTPUT 2:							Total	160,000
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement ***Baseline***: No civic and voter education strategy being implemented ***Indicator***: Implementation of voter and civic education activities by national authorities and local networks								

Output 3.1: Strategic ability of the SIEC to conduct civic and voter education enhanced ***Baselines***: No electoral officials trained on civic education No local networks identified for implementation of education strategies ***Indicators***: % of electoral officials trained on civic education Number of local networks implementing education strategies	- Support the Ministry of Education to introduce democracy and national identity information into the school curriculum. - In coordination with UNDP Parliament project, conduct trainings with MPs on their civic roles and bring discussion to the broader public through "week of parliament" and public information programme - Conduct evaluation of how effective the voter and civic education strategies of the SIEC have been	X X X	X X X	X X	X X	UNDP Parliament SIEC Ministry of Education Ministry of Women's Affairs	Local Consultant (workshops, travel, curriculum development) - week of parliament (including public outreach through media)	200,000 200,000
TOTAL OUTPUT 3:							Total	400,000
Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy ***Baseline***: Consultations on political party integrity bill and TSM held in 2011 and 2012 ***Indicators***: Number of pieces of electoral related legislation that SIEC has had input on								

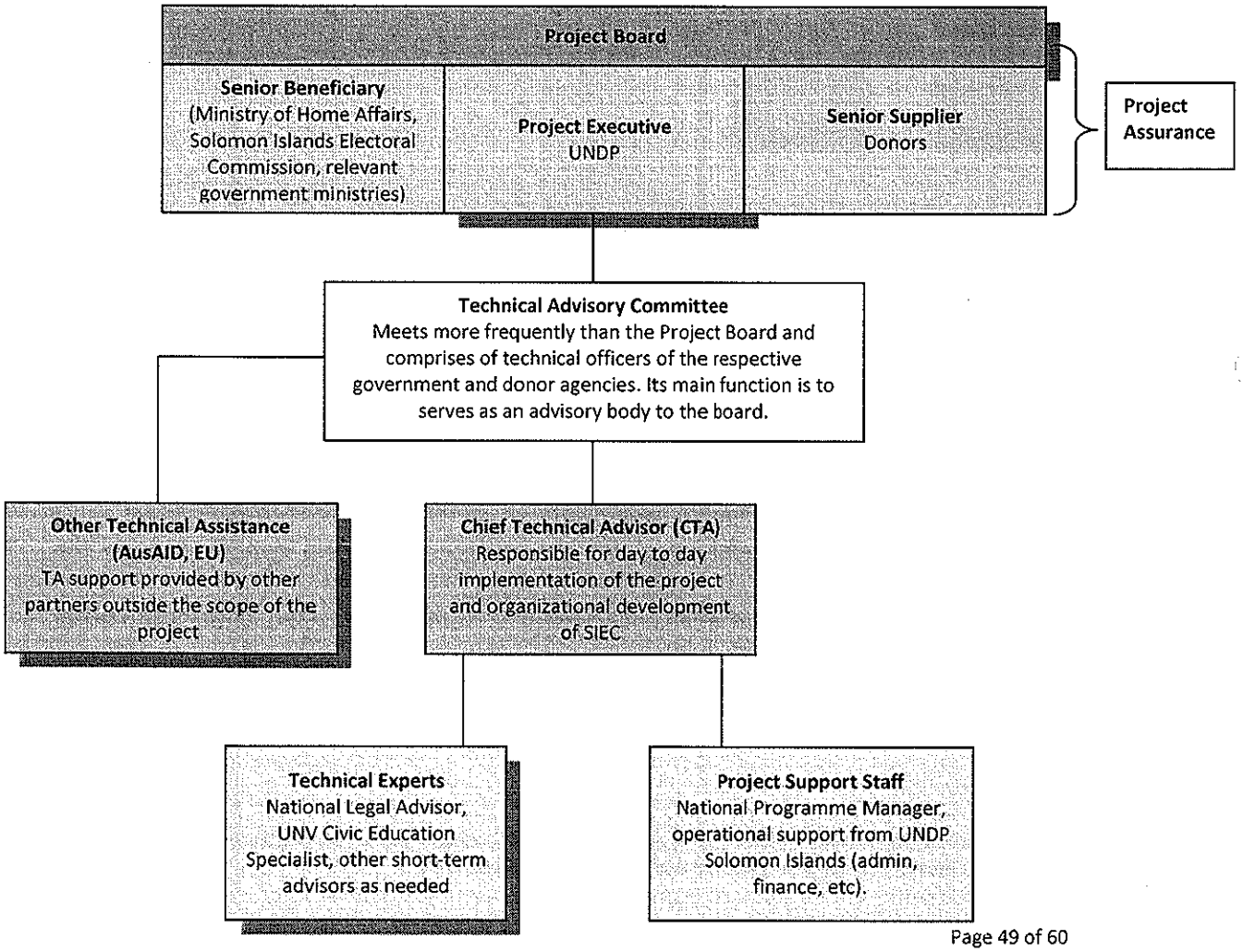
Output 4.1: Strengthened legal capacity of the SIEC ***Baseline***: Currently no legal capacity in SIEC to draft reform or ensure electoral legal standards ***Indicators:*** # of electoral laws SIEC ensures compliance with	- Audit 2014 electoral processes and identify amendments to Electoral ACT where appropriate (eg transferring mandate of provincial elections to SIEC) - Assessment conducted on feasibility of creating an independent SIEC - Examination of the Electoral Act, with recommendations made for strengthening it and within it the SIECs ability to manage an electoral cycle - In consultation with the MOHA produce research and scenario's on how different electoral systems would affect the Solomon Islands - Continue dialogue on democracy and representation in the Solomon Islands through workshops - legal training of SIEC staff - Start dialogue on reforming electoral boundaries	X X X X X	X X X X X X	X X X X X X	X X X X X	SIEC UNDP Constituency Boundaries Commission Ministry of Women MOHA	- dialogue on democracy workshops in 8 provinces plus Honiara -training	150,000 20,000
TOTAL OUTPUT 4:							Total	170,000
TOTAL OUTPUTS:							Total	810,000
Management and Technical Support	Chief Technical Advisor National Programme Manager National Legal Advisor UNV Civic/Voter Education Specialist	X X X X	X X X X	X X X X	X X X X		 Total	248,000 14,400 25,000 347,400
Outputs + Management								1,157,400
Cost Recovery GMS +7%								81,018
TOTAL							Total	1,238,418

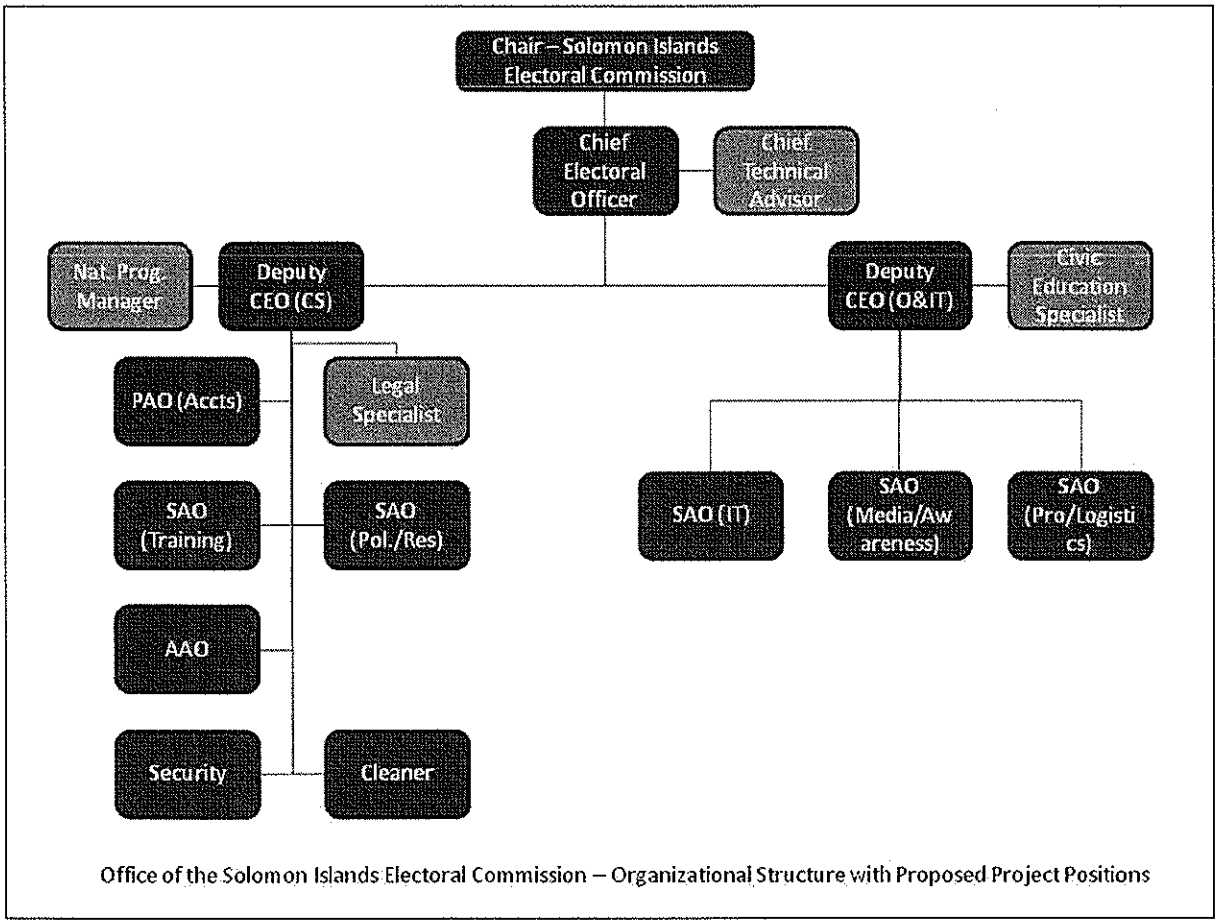
SECTION 5: MANAGEMENT ARRANGEMENTS

The project will be directly implemented by UNDP, in close partnership and collaboration with the Office of the Solomon Islands Electoral Commission (OSIEC), the Ministry of Home Affairs and relevant development partners.

The project will be coordinated by the Chief Technical Adviser in close consultation with the Chief Electoral Officer, who will manage its implementation, with support provided by a Project Management Unit (PMU) headed by an Operations Manager. The UNDP Solomon Islands' Sub-Office will ensure project oversight. The project team, in close collaboration with the OSIEC, will be responsible for day-to-day management and decision-making, as well as ensuring that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Short-term international experts will be fielded as needed as part of project teams (see Figure below for further elaboration of this structure).

Management Arrangements





Office of the Solomon Islands Electoral Commission – Organizational Structure with Proposed Project Positions

There will be a Project Board with overall authority for the project and responsibility for its initiation, direction, review and eventual closure. The project board will be the mechanism that will coordinate all electoral related donor activities in Solomon Islands to avoid committee proliferation and ensure coordination across all programs. The Project Board is the highest authority of the project. It comprises the following members:

- Project Executive: UNDP Resident Representative or his delegated representative
- Senior Supplier: Representatives of the development partners contributing to the project
- Senior Beneficiary: Representatives of Ministry of Home Affairs, SIEC, O/SIEC and other beneficiaries as deemed relevant[4]
- Advisers may be required to attend on a case by case basis depending on the agenda, and will be invited accordingly.

[4] Other beneficiaries such as political parties, civil society organizations or the media may be invited to attend Project Board meetings or the project may wish to convene planning meetings with them separately.

The Project Board will need to meet as soon as practicable to agree on a final workplan of donor support. This will then be enshrined in a Memorandum of Understanding with the Solomon Islands Government to ensure joint ownership and clarity on all donor contributions.

Responsibilities of Project Board

The Project Board is the group responsible for making on a consensus basis management decisions when guidance is required by the Chief Technical Advisor and as advised by the Technical Advisory Committee. Project reviews by the Project board will be made at regular intervals or as necessary when raised by UNDP. Project Assurance will also be the responsibility of each Project Board member.

UNDP will use experts periodically to implement the implementation of the components of the project.

The Chief Technical Advisor will serve as the Secretary to the Project Board and attend its meetings *ex officio*. He/she will co-ordinate and channel inputs into the meetings of the Project board.

Minutes recording decisions will be circulated to all members of the Project Board after the meeting. This will be the responsibility of the Chief Technical Advisor. Any representative of the Project Board may make a request to the Chair that other participants be invited as observers to attend any meeting.

A draft list of participants will be circulated to the Project Board members by the Project Manager prior to each meeting for approval on a no objection basis.

The Project Board will perform the following functions:

- Review and approve the Annual Work Plan;
- Review semi-annual progress reports;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Conduct regular meetings to review Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review and approve the end project report, make recommendations for follow-on actions;
- Assess and decide on work plan changes through the project and budget revisions;
- Assure that all project outputs have been produced satisfactorily;
- Review and approve the final project report, including lessons learned;

- Make recommendations for follow-on actions;
- Commission and review project evaluations.

Chair and meetings of Project Board

The Project Board will take over from the current RAMSI Program Management Committee (PMC). The Chair of the Solomon Islands Electoral Commission will chair the Project Board meetings.

The Project Board will meet in person at least once every three months, or more frequently at the request of the Chair to address specific issues if necessary.

Technical Advisory Committee

There will be a Technical Advisory Committee (TAC) who will meet more frequently than the Project Board and whose main function is to coordinate all Technical Assistance to the OSIEC. The TAC will also function as a main advisory body to the Project Board for this project. The composition of the TAC will be representatives from OSIEC, Donor Agencies, Government Ministries and Civil Society Organizations engaged in Elections programs in Solomon Islands. The Chief Electoral Officer shall be the chair of the TAC.

Funding Mechanism

The project is to be funded through cost-sharing contributions. The Election Basket Fund (EBF) will be activated upon the signing of the project document between the Ministry of Home Affairs and UNDP. The EBF will consolidate all donor contributions for supporting the UNDP project. The purpose of the EBF is that pooled funds are available for the implementation of project activities without specific ear-marking by the donors. The Project Review Board will determine the priorities for expending the available funds.

For the purposes of the project document, contributing donors will enter into individual cost-sharing agreements with UNDP. The EBF is to be managed by the PMU. Annual work plans will be reviewed and approved by the Project Board.

SECTION 6: MONITORING AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of outputs.
- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by UNDP to the Project Board, using the standard report format available in the Executive Snapshot.
- A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

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

In addition, the project will be subject to a final project evaluation in 2015.

SECTION 7: LEGAL CONTEXT

This document together with the Country Programme Action Plan (CPAP) signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) [or other appropriate governing agreement] and all CPAP provisions apply to this document.
Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEX 1 – PROJECT POSITIONS

Refer to attached TORs for:

1. Chief Technical Advisor
2. Legal Specialist
3. Civic Education Specialist

ANNEX 2. RISK LOG

Risks present themselves in terms of both the highly evolving and unpredictable security, political and electoral environments of the regions and programme countries in which UNDP works, and in terms of the prevailing conditions at the global level for programming. The following are potential risks associated with the implementation of the project:

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
1	Voter registration exercise does not enfranchise all eligible citizens	Operational Organizational	P= High M= Low	The timing and framework for conducting the voter registration exercise has the potential to disenfranchise young and geographically isolated voters. However, the project will ensure that a balance between inclusivity and accuracy of the voter registry is maintained based on engagement of all stakeholders in the process.			Project Inception		
2	Violence surrounding the announcement of results	Operational Political	P=Low I= High	The project highlights better announcement and management of result procedures, alongside civic and voter education and security coordination to prevent and mange any violence more effectively.			Project Inception		

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
3	Electoral reform is passed by Parliament close to an election and SIEC does not have capacity to adapt in time	Political Organizational	P=Medium I= Medium	While it is not advised that electoral legislation is passed too close to an election, the project should have adequate capacity to manage the situation including through the placement of a legal advisor in the SIEC, and the capacity development of OSIEC staff			Project Inception		
4	Unanticipated need arise for material assistance during project implementation	Operational	P=Medium I=Low	Should imperative material needs arise, the project could, with approval from the program board, utilize funds from the basket fund					
5	The SIEC fails to engage extensively with stakeholders and the public perception of its ability to manage elections becomes negative	Organizational Strategic	P=Low I=High	The project highlights key activities that engage the SIEC with all relevant stakeholders (public, government ministries, donors), including connecting the SIEC more effectively with its local ROs and polling officials.			Project Inception		

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
6	The SIEC leadership supports the project, but does not have the capacity to implement any new organizational processes.	Operational Organizational Strategic	P=High I=High	The project includes support to increasing the capacity of the SIEC to administer elections in a professional and sustainable manner.			Project Inception		
7	New, unanticipated technical assistance needs arise during the implementation of the project.	Operational Strategic	P=High I=Low	It is thought that any unanticipated needs that arise in this area could be handled sufficiently by the project management, and the project identifies UNDP's ability to utilise electoral experts from the UNV programme at short notice as a major mitigating measure			Project Inception		
8	International experts cannot be recruited	Operational Organizational	P=Low I= Medium	Support can be provided by the Regional Elections Advisor for the Asia-Pacific Regional Centre to refer appropriate experts and backstop where necessary			Project Inception		
9	The project falls behind schedule and is not implemented in time	Operational Organizational	P=Medium I=Medium	Adequate monitoring and evaluation in place to ensure delivery of results.			Project Inception		

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
10	Too many international advisors in the SIEC means capacity is not built	Operational	P=Medium I=High	The project aims to have a light footprint in terms of international advisors. Dialogue and coordination with other donors providing bi-lateral support will be essential to ensure national ownership of the electoral process is maintained. The project also aims to support the SIECs ability to coordinate advisors and donors			Project Inception		

[i] Subject to signature of Cost Sharing agreement between UNDP and the EU
[ii] Subject to signature of Cost Sharing agreement between UNDP and AusAID