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STRENGTHEN THE ELECTORAL CYCLE IN THE SOLOMON ISLANDS
(2012-2015)
SECSIP
PROJECT DOCUMENT REVISION

1. Context

The 2014 National General Elections of the Solomon Islands, the third since the 1998-2003 tensions, were viewed by most domestic and international stakeholders as being both peaceful and credible. A new biometric voter registration exercise conducted by the Solomon Islands Election Commission, encompassed an estimated 85% of the population. Turnout on polling day was almost 90% and included a large percentage of women.

An important piece of legislation regulating the activities of the political parties, the Political Parties Integrity Act (PPIA) was passed in May 2014, and was a major step forward in terms of the strengthening of the political party system.

However, questions remain among the population about the appropriateness of the first-past-the-post (FPTP) electoral system, given its high percentage of “wasted” votes. The low number of women MPs in parliament (currently 1 out of the total 50) is also one of the issues of concern, given that women make up half of the population.

The lack of political stability is also cited as a challenge to be addressed, particularly regarding the phenomenon of “grass-hopping”, where MPs elected on a party slate resign to become independents and still retain their seats in parliament. The need for stronger political finance legislation and proper enforcement of PPIA provisions have also been mentioned.

The Government contributed handsomely to the electoral process, ensuring true national ownership. The SIEC, for its part, has indeed made great strides regarding its electoral administration capacity, but still remains inadequately resourced, particularly with regard to its human resources and infrastructure.

In the post-electoral period, a stated priority of the Democratic Coalition for Change (DCC) government is electoral reform. An important element of the new Government’s anti-corruption policy is the reform of the electoral system, the decision for which came out of a Report on the Nationwide Consultation on Political Integrity and Stability Issues during 2011-2012. This and other reform matters are expected to be captured in a revised electoral act, due to be enacted by Parliament in the second half of 2016, which would replace the current National Parliament Electoral Provisions Act.

The 2014 Political Parties Integrity Act is also expected to be revised as part of the reform efforts. Other reform issues could include addressing the increased independence of the two electoral management bodies. Review of both these Acts will take into consideration how electoral processes and political party system ensures the full participation of women and men in Solomon Islands political and decision-making processes as voters, candidates, elected officials, and electoral management body staff.

In this context, UNDP has been supporting the SIEC through the Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) project since 2012, in partnership with the EU and DFAT, and in coordination with the advisers from the DFAT-funded Electoral Systems Strengthening Program. Following the 2014 elections, SECSIP has shifted its primary focus from support to the electoral operation to support to the reform efforts, and has therefore been engaging with both EMBs.

2. Introduction to the Revised SECSIP Project

In February 2015, a mid-term review was conducted on the SECSIP project which had the following specific objectives:

1. Assessing the overall performance of the project with reference to its respective strategy, objectives and quantitative indicators defined by the project document and the implementation arrangements, and identify major management and operational issues that impacted on the achievement of the project objectives.
2. Assessing the relevance of the project in the emerging country context and priorities, taking into consideration the political climate, project implementation and donor funding with a specific focus on consolidation of pre-electoral and electoral activities, legal reform, civic participation of youth and women, capacity development and cost-effectiveness and sustainability of support.

The analysis and recommendations presented in the report provided “a basis for further development of UNDP support to democratic electoral processes in the Solomon Islands, taking into consideration lessons learnt” from the 2014 National General Elections.

While noting that “overall SECSIP played an important role in supporting the delivery of what has been by all assessments one of the most successful elections in Solomon Islands”, the mid-term review report stated that the election “provided SIEC and SECSIP with a significant opportunity to consolidate programmatic activities and engage with the forward electoral reform agenda and broader civic education agenda”. Moreover, the review report recommended that “the UNDP Country Office and SECSIP should take a higher, strategic level approach to aligning the project to political/reform priorities of Solomon Islands.

For the purposes of project implementation, this section is appended to the SECSIP Project Document (2012 -2015), and the two together will serve as the revised project document. It includes a full description of the revised outputs and activities for the remainder of the project. In particular, the new Framework of Outputs and Activities modifies and expands SECSIP’s support to the Solomon Islands electoral process in order to take into account the findings and recommendations of the mid-term review process and consultations with domestic and donor partners.

The project retains its original outcome with regard to “Enhanced Electoral Inclusiveness”, but the objectives are reformulated and also expanded to strategically bring them into a more streamlined alignment with the project outcome.

The project revision will also allow the project to support the IEC to:

- Focus on ensuring long-term sustainability of its successful 2014 voter registration exercise;
- Improve its institutional and human resource capacity development;
- Enhance its engagement and informational outreach with key stakeholders;
- Influence meaningfully the electoral reform process; and
- Promote gender mainstreaming in all its institutional practices

These objectives will be achieved through the following outputs, which consist of the original four outputs, somewhat revised, as well as one additional output, as follows:

Output 1 **Sustainable voter registration system created** – The project will continue to support the SIEC to ensure inclusion and sustainability in the development and maintenance of the register of electors. It will also support the SIEC to engage effectively with other sections of the Ministry of Home Affairs and other relevant Ministries to this end.

Output 2 **Enhanced capacity of the SIEC to manage an electoral cycle** – This output will continue to focus on the development of both the SIEC’s institutional capacity, and the capacity of its staff, thus focusing primarily on the long-term sustainability of the electoral administration.

Output 3 **National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement** – This output supports the SIEC in establishing structured and sustainable mechanisms for engaging with key electoral stakeholders, including civil society, in order to enhance confidence in the legitimacy of the electoral process and democratic participation.

Output 4 **Electoral and legal reform supported** – This output will focus on the support to the electoral reform efforts in the Solomon Islands which the current Government has prioritised. The reforms will likely include modifications to the legal and institutional framework, and will have a knock-on effect to the operational and procedural aspects of electoral administration.

Output 5 **Increased capacity of SIEC to promote gender mainstreaming in its institutional practices and the electoral process** – Through this output the project will support the SIEC and the PPC to play a key role in promoting and facilitating greater political participation for women in all spheres and at all levels of the electoral process. Although there is a specific output related to support to the SIEC in this area, gender equality will be mainstreamed across the implementation of all activities.

These outputs will be achieved through the following revised activities, each with its own expected results. The mid-term review recommendations are largely addressed through the two major project substantive revisions (modification of the Output 2 statement and the addition of Output 5). They are also addressed at the activity level revisions, many of whom relate to activities to be conducted in 2015, which emphasize the more strategic focus of the project on the electoral reform agenda.

The revised outputs and activities also take into account the following important strategic areas of focus:

- Sustainability of voter registration (Output 1)
- Building of partnerships with civil society organizations (Output 3 and 5);
- Expanded engagement with the Political Parties Commission (Output 4);
- Capacity Building (Cross-cutting)
- Specific support to the electoral reform process (Cross-cutting);
- Target promotion of gender mainstreaming (Cross-cutting);
- Continued coordination with the ESSP advisers to the SIEC (Cross-cutting)

The project revision at the output level is reflected in the table below:

Outputs (Original Prodoc)	Outputs (Revised Prodoc)	Remarks
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle	Output 1: Sustainable voter registration system created	Abridged for clarity and simplicity
Output 1.1 Preparations for voter registration exercise completed	Output 1.1 Preparations for voter registration exercise completed	
Output 1.2 Successful implementation of voter registration exercise	Output 1.2 Successful implementation of voter registration exercise	
Output 1.3 Sustainability of and inclusiveness of registration system enhanced	Output 1.3 Sustainability and inclusiveness of registration system enhanced	
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission to fulfil its mandate	Output 2: Enhanced capacity of the SIEC to manage an electoral cycle	Reformulated to better reflect institutional change
Output 2.1: Enhanced capacity of the SIEC to manage an electoral cycle	Output 2.1 More efficient and effective administrative procedures designed and implemented	Is now overall output 2 statement
Output 2.2: Improved Infrastructure for more efficient electoral management	Output 2.2: Improved Infrastructure for more efficient electoral management	
Output 2.3: Coordination, communication and planning ability of the SIEC strengthened		Reformulated into 3.1 and 4.1
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement	Output 3: National authorities and local networks 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 3.1 Strategic ability of the SIEC to conduct and coordinate a Public Awareness campaign enhanced	

Outputs (Original Prodoc)	Outputs (Revised Prodoc)	Remarks
Output 3.2 Increased Implementation of civic and voter education strategies	Output 3.2 Increased Implementation of civic and voter education strategies	
Output 4: Electoral and legal reform supported to contribute to a stronger electoral commission and representative democracy	Output 4: Electoral and legal reform supported	Abridged for simplicity and clarity
Output 4.1 Strengthened legal capacity of the SIEC	Output 4.1 Improved Legal Reform Coordination Capacity of the SIEC	
	Output 4.2 Reform Initiatives of the PPC Enhanced	New Output as part of strategy of expanding partnerships
N/A	Output 5: Capacity of SIEC to promote gender mainstreaming in its institutional practices and the electoral process	New Output
N/A	Output 5.1 Gender mainstreaming in the SIEC institutional practices is increased	New Output
N/A	Output 5.2 Gender mainstreaming in the electoral process is increased	New Output

3. Framework of Outputs and Activities

Output 1: Sustainable voter registration system created

This output focuses on establishing a long-term, sustainable approach to voter registration in the Solomon Islands. The mid-term review report noted that “SECSIP also successfully supported Solomon Islands to construct a new voter roll, using a biometric voter registration (BVR) system. It further added that “the 2014 voter roll is considered the cleanest in Solomon Islands’ post-tensions history, with the final voter register estimated to cover some 85 per cent of the voting age population and having a demonstrable impact in reducing voter fraud.” The report also highlighted the need to “explore options for transitioning to a civil registration system” but that this should not “preclude timely preparations for roll updating”.

Thus, with the principle of sustainability in mind, it is therefore critical that both short-term and long-term approaches be taken to the issue of the voter registration. In the short term, an evaluation of the 2014 voters’ roll for its accuracy and inclusiveness will need to be undertaken. At the same time, proactive steps must be taken to ensure its currency, in terms of new registrants and ensuring that the names of deceased persons are removed from the roll. In this regard, an update exercise could also be foreseen in the early part of 2016.

Provided there is the requisite legal reform, the SIEC will be able to conduct continuous registration exercises that will reduce costs in the long run. However, in the long-term, the most sustainable option to extract the voter’s list from the national civil registry. The SIEC will have to engage productively with other key stakeholders for the realization of such a scenario. The SECSIP project intends to support the development of a concept paper for the planning and conduct of sustainable voter registration in the Solomon Islands, which will be a basis for the OSIEC’s structured engagement with the key civil registration stakeholders.

Output 2: Enhanced capacity of the SIEC to manage an electoral cycle

This output focuses on development of the institutional and staff capacities of the SIEC. Importantly, it should be noted the activities within this area are shared between the SECSIP and ESSP with each program working cooperatively with the OSIEC but taking responsibility for particular outputs. Full implementation of the activities will:

- Support sustainable strengthening of the SIEC’s its institutional capacity, via implementation of its Strategic Plan and upgrade of its knowledge, information, decision-making and data management systems;
- Strengthen the SIEC’s ability to influence, anticipate and adapt its processes and procedures to changes in the electoral legal framework, and draft operational plans and procedures fully in line with the prevailing legal framework;
- Build individual staff capacities, via skills transfer from SECSIP personnel;
- Support sustainable upgrades to the SIEC physical infrastructure

As the SECSIP project prioritizes sustainability and national ownership of the electoral process, SIEC personnel will continue to take the lead in the conduct of electoral activities with a few SECSIP international staff providing a background supporting role through the provision of technical advice and capacity building.

One of the key strategic goals of the SIEC is “A highly capable, well-trained and motivated staff provided with a supportive and enabling work environment”. To become a well-functioning organization, the SIEC needs to regulate its institutional, organizational, operational and administrative work from top to bottom. The review of the Strategic Plan will assist the SIEC in defining its vision. This will be the basis from which annual work plans can be developed, further broken down at departmental or issue-based level with corresponding outlines, guidelines, policies and standard operating procedures specified and incorporated. To achieve this SECSIP will continue to assist the SIEC with the implementation of its Strategic Plan and its annual work plans for the calendar years 2015/2016.

SECSIP Advisors will support his or her counterpart with the development and implementation of departmental plans and/or issue-based policies and Standard Operating Procedures (SOPs) to enhance the institutional capacity of the SIEC and promote self-sustainability for a future with even less international technical advisory support.

The project will support the undertaking an annual training plan by department, which will be developed based on two processes:

- capacity development assessment and action plan
- an annual staff assessment

The assessments are expected to identify capacity gaps and expectations of staff on terms of their capacity enhancement. Training plan by department will therefore be developed accordingly. SECSIP will continue providing support and build capacity through mentoring, advice and training.

Customized personnel and staff development training programmes will then be identified to help IEC strengthen its institutional, organizational and individual capacities. Staff members and advisors have already identified in 2012 the following two areas for development: management arrangements; and skills, technical expertise and knowledge at institutional, departmental and individual level. Both short and long term programmes will be instrumental in developing staff skills, helping the SIEC to establish a dedicated team of professional, experienced and well educated Solomon Islands electoral officers that would require only a minimum level of international technical support.

As skills transfer and staff capacity development are fundamental objectives of SECSIP, on-going SIEC staff capacity assessment will be conducted. Various methodologies for assessing staff capacity development will be proposed and discussed with the SIEC, including the possibility of structured interviews with staff once a year. Other methods may include agreed retreats/workshops with the SIEC at set points to analyse and assess the level of skills transfer, and any additional measures that can be taken to improve this critical element of the SECSIP support.

Institutional capacity not only refers to human resources and skills. It also encompasses the presence of sufficient infrastructure, equipment and assets in a manner that allows the institution to carry out such tasks as:

- Provide an appropriate professional work environment for staff; and
- Implement proper storage of electoral materials;

As part of the institution building process, SECSIP will also support infrastructure upgrades to the OSIEC facilities.

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

Output 3 relates to the SIEC's communication and public outreach in two key areas: to promote voter and civic education to the Solomon Islands public and voters; and to engage with key stakeholders such as civil society organizations in a two-way structured dialogue. This dialogue should focus on issues of mutual interest in the implementation of the SIEC's mandate, as well as rights and responsibilities of electoral participants. The CAT also has a responsibility to promote greater women's participation in the electoral process. SECSIP will build on work commenced in 2014, and will advise and assist the CAT in the implementation of its mandate so as to achieve this output.

It is a fundamental responsibility of the SIEC to provide the necessary information to the electorate that ensures a general understanding of the electoral process and the right to vote. The SIEC will strive to deliver a comprehensive public awareness campaign to enhance voter understanding of both the democratic process in general and the specific electoral procedures (voter registration, candidate nomination, voting process, etc.). The SIEC campaign will focus on three objectives; making sure that eligible voters have the information that they need in order to participate in the voting process, that they feel motivated to participate and that they have confidence in the electoral system. This will attempt to ensure broader engagement in the process, such as for example, awareness of community efforts concerning vote buying.

Voter education activities will target the greatest number of citizens, taking into account the demographic balance between urban and rural populations and will be conducted in English and Solomon Islands Pijin, with a view to providing translations into the 70 major local languages at some point across the cycle. There will also be an emphasis on specific segments of the electorate that have not had their voting rights sufficiently supported in the past due to cultural impediments and/or an information deficit and have therefore been somewhat marginalized in the electoral process. This particularly refers to women, but also includes minorities, youth, the elderly and disabled persons.

The SIEC plans to expand on the outreach mechanisms used in the previous electoral cycle and channel its public outreach activities through various modalities: such as direct messaging through engaging civil society groups and community leaders (i.e. seminars with religious leaders and village elders), face-to-face sessions with CSO networks (including seminars), and mobile theatre for largely rural and illiterate populations. In addition, multi-media messaging will include: TV and radio public service announcements; broadcast of radio dramas; and printed materials (i.e. brochures, billboards, pole signs); and website/SMS messaging initiatives). Primary data will be gathered to inform the public outreach campaign through a survey and stakeholder assessment, which will assist in developing a targeted messaging campaign calibrated to reach different segments of the electorate.

The SIEC is also commencing communication meetings to explore possible outreach synergies with other government agencies, and governmental and non-governmental organisations, such as the Ministry of Women's Affairs, the Ministry of Education and Human Resource Development, as well other UN agencies and national/international non-governmental organisations.

SECSIP has been requested to assist the SIEC with the development and implementation of this public awareness campaign on electoral reform. SECSIP will support the SIEC's public awareness effort in several ways:

- First, it will provide expert technical assistance advice that will assist the SIEC in designing and implementing its public awareness strategy. This will involve SIEC convened coordination meetings including civil society groups and other key stakeholders such as religious and community leaders at national and provincial levels.
- Second, it will support implementation of the civic and voter education public outreach campaign via the procurement of voter education materials (including media airtime, the production of TV spots, etc., as well as the production of printed materials, including banners, posters, brochures, etc.)
- Thirdly, it will support the development and implementation of a Strategic Communications Plan that will allow SIEC CAT to maximise its use of free media to access the broadest possible audience for VE messages.
- Fourthly, it will provide technical support in the review of civic and voter education curricula and assist in redrafting education programs if required.

Output 4: Electoral and legal reform supported

The electoral legal framework for the Solomon Islands is undergoing ongoing reform. The National Parliament Electoral Provisions Act and Political Parties Integrity Act are scheduled for comprehensive review, and the new DCC Government has asked that both to be finalised and submitted to Cabinet and Parliament for consideration by the end of June 2016. They are expected to be enacted in the second half of 2016. Thus the SIEC will need to update its existing electoral policies, procedures and codes of conduct based on the revised legal framework. Once the new laws have been enacted, SECSIP will support the SIEC to swiftly implement any amendments to the existing framework in line with its own electoral regulations, concerning all aspects of the electoral process, including voter registration, polling, counting and results management.

SECSIP will thus continue to work with ESSP to provide ongoing support to the SIEC on matters related to interpreting the legal framework within its operational procedures. In addition SECSIP will, via the provision of further legal and technical advice:

- Provide comparative models of electoral administration (primarily to the SIEC Commissioners and to the CEO's office) that, from a legal standpoint, include focus on universal principles, international standards and best practices for democratic elections.
- Continue to provide support to the work of the Electoral Reform Taskforce which comprises the SIEC, PPC and the Office of the Prime Minister, including all relevant seminars on the topics such as electoral systems, anti-defection mechanisms and political campaign finance;
- Assist the SIEC with the preparation and conduct of stakeholder consultation sessions on electoral reform;
- Continue to assist the SIEC to develop a set of regulations that frames the electoral administration and the electoral process in general, such as with regards to electoral policies, procedures and codes of conduct.

SECSIP will also expand its engagement with the PPC as the other important election management body, providing institutional capacity support, as well as assistance with its electoral reform initiatives. The strategic objective here is the promotion of a stronger political party system that can be a contributor to improved representation and governance. Specific areas of support will include:

- Assistance with the development of a relational database for the Political Party Register;
- Lessons Learned Workshops on OSIEC and PPC performance under PPIA with Political Parties;

- Support to production of a case study series on the efficacy of the Political Parties Integrity Act during the 2014 National General Elections

Output 5: Capacity of SIEC to promote gender mainstreaming in its institutional practices and the electoral process

Solomon Islands have had eight general elections since becoming an independent country in 1978. Since independence, more than 85 women have stood in general elections. But only 3 women have ever been a Member of Parliament.

Representation of women in politics and leadership remains low. The statistics below shows how uneven the field is in which women are contesting elections with men in Solomon Islands.

Year	Number of Women contesting elections	Number of Seats	% Of Vote secured by Women	Number of Women who won
2010	21	50	4%	0
2014	26	50	5.5%	1

(6 women got NO votes and 8 women got only 1% votes).

Obstacles for women’s participation in politics and decision making are many and diverse – ranging from discriminatory attitudes towards women in public positions to persistent gender inequities in all spheres of life - education, health care, access to and control over economic resources, and in women’s burden of care and unpaid work. For social practices to change, these root causes need to be addressed strategically, smartly and persistently.

The new DCC government has articulated its commitment to good governance in its Fundamental Reform priorities. The desire to increase the inclusion of women in politics, is not just a matter of women's rights, but falls within the broader issue of promoting overall national, social and political development, as it ensures consideration of a diversity of perspectives and directs attention to issues that may otherwise be overlooked. It is very well known that increased gender equality in decision making leads to better development outcomes.

Reforms of two significant Acts - the Electoral Act and the Political Parties Integrity Act - will be undertaken in the coming years, led by the Ministry of Home Affairs and the Office of the Prime Minister and Cabinet respectively. Review of both these Acts will take into consideration how electoral processes and political party system ensures the full participation of women and men in Solomon Islands political and decision-making processes as voters, candidates, elected officials, and electoral management body staff.

There is a need for a systematic approach to the gender work within the SIEC, which includes addressing the structural issues, as well as putting systems in place to ensure that gender mainstreaming efforts are based on solid foundations, and institutionalized. In this regard, SECSIP will continue to work with both EMBs, the SIEC and the PPC, through this output, to promote gender equality within their institutions and in the wider electoral process.

SECSIP's support in this area takes several forms:

- First, it will provide expert technical assistance advice that will assist the SIEC in designing and implementing a gender policy. This will involve SECSIP working with and mentoring the SIEC Gender Focal Point;
- The SIEC's Corporate Plan will be reviewed to ensure mainstreaming gender equality and disability inclusion;
- A regional conference on women's leadership and political participation in the electoral cycle will be organized in collaboration with the Political Parties Integrity Commission, as a step towards ensuring that gender equality remains a principal consideration in the electoral reform process;
- Emphasis will be placed on building strategic partnerships for women's participation in the governmental and non-governmental sector (PPIC, Constitutional reform taskforce, Ministry of Women, PMO Policy Unit, CSOs and NGOs) with a view to develop a policy and implementation plan on Temporary Special Measures;
- Development of terms of reference and assignment of Sub-grants for advocacy to increase women's participation in the electoral cycle. These activities, which will be undertaken in partnership with the strategic partners above, will complement those of the national public awareness campaign.

4. Project Budget Plan

No.	Output	2012	2013	2014	2015
1	Sustainable voter registration system created		584,168.74	129,450.56	30,000
1.1	Preparations for voter registration exercise completed		584,168.74	16,513.33	0
1.2	Successful implementation of voter registration exercise		0	112,566.25	0
1.3	Sustainability and inclusiveness of registration system enhanced		0	371.01	30,000
2	Enhanced capacity of the SIEC to manage an electoral cycle		39,280.47	845,570.85	350,000
2.1	More efficient and effective administrative procedures designed and implemented		0	318,511.81	270,000
2.2	Improved Infrastructure for more efficient electoral management		39,280.47	527,059.04	80,000
3	National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement		169,413.76	424,698.2	360,000
3.1	Strategic ability of the SIEC to conduct and coordinate a Public Awareness campaign enhanced		169,413.76	377,850.78	360,000
3.2	Increased Implementation of civic and voter education strategies		0	46,847.42	0
4	Electoral and legal reform supported		0	0	290,000
4.1	Improved legal reform coordination capacity of the SIEC		0	0	30,000
4.2	Reform Initiatives of the PPC Enhanced		0	0	260,000

5	Capacity of SIEC to promote gender mainstreaming in its institutional practices and the electoral process		0	0	325,000
5.1	Gender mainstreaming in the SIEC institutional practices is increased		0	0	105,000
5.2	Gender mainstreaming in the electoral process is increased		0	0	220,000
	TOTAL OUTPUTS		792,862.97	1,399,719.61	1,355,000
	Management and Technical Support		148,290.08	807,648.21	581,246
	SUB-TOTAL		941,153.05	2,207,367.82	1,936,246
	GMS		0	0	128,397
	GRAND TOTAL		941,153.03	2,207,367.82	2,064,643

5. Monitoring Framework and Evaluation

Monitoring and evaluation will be integral to project implementation. As a joint SIEC/UNDP/Donor exercise, the Project Board will assess progress and risks on a quarterly basis. The management team will monitor progress by tracking outputs and activity results against indicators and benchmarks for each planned activity. Qualitative measurements and assessments will include compliance with human rights principles, aid effectiveness principles, and the SIEC's own Codes of Conduct as appropriate.

Monitoring and evaluation of the project will involve the following processes:

Within the annual project cycle

- Project Progress Reports shall be submitted to the Project Board through the Programme Unit of the UNDP Country Office. As part of its obligation to quality assure all programming funded through UNDP, the UNDP Country Office will continually review project planning documents and undertake periodic monitoring and spot check missions in partnership with the SIEC and donors as appropriate. The results of these quality assurance exercises will be used to support continuous strengthening of UNDP support to elections and will be reflected in the project reporting.
- A Monitoring Plan shall be developed annually in line with the activities and also including the monitoring and spot check missions.
- Monthly or fortnightly SECSIP project reporting will provide on-going activity updates and inform stakeholders in real time, about issues arising.
- Internal weekly meetings within the project will help track activities and progress thereof.
- An Issue Log shall be activated in Atlas and updated by the programme unit to facilitate tracking and resolution of potential problems or requests for change.
- A Risk Log, based on the generalised risk assessment provided in this document, shall also be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A Lessons Learnt Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons Learnt Report.
- Financial Analysis will accompany all project progress reports that will include delivery rates to ensure all UNDP and donor resources are being utilised in accordance with the project document and annual work plans/budgets. Further, the project shall be subject exclusively, to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Internal Assessments

- Quarterly Assessments shall be undertaken based on quarterly work plans, to determine progress.
- Annual Project Review shall be conducted internally during the fourth quarter of the each year, or soon after, to assess the performance of the project, and appraise the Annual Work Plan for the following year. In the last year of the project, this review will be a Final Assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate CP outcomes.

Independent Reviews and Evaluations

- **Mid-term review:** UNDP has undertaken a midterm review in 2015 after the two years of project implementation. This mid-term review has served to inform the project revision process. The

structure of this review was determined based on the interests, concerns and inputs of stakeholders. This review has also informed project progress towards stated objectives, issues arising, and lessons learned, and included recommendations to improve implementation.

- **Final Evaluation:** A final evaluation of the project will be conducted at the end of 2016 at the end of the project. The structure of this evaluation will be determined by UNDP but based on the interests, concerns and inputs of stakeholders. This evaluation should inform objective, independent reports on project progress towards stated objectives, issues arising, lessons learned, and could also include recommendations to improve future implementation.

6. Results and Resources Framework

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

UNDP SECSIP 2015: Results and Resources Framework				
Intended Outcome as stated in the Country Programme Results and Resource Framework: 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.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Baseline:				
<ul style="list-style-type: none"> • SIEC has established successfully conducted a voter registration exercised in 2014 which requires updating • Political Party Integrity Bill and National Parliament Electoral Provisions Act Identified by Government for Reform 				
Indicator:				
<ul style="list-style-type: none"> • Development of a more accurate voter's roll that has a sustainable credible update mechanism • Reform agenda of the Electoral System in Solomon Islands achieved through inclusion of gender mainstreaming in political voting system/processes and independence of the Electoral Commission. 				
Applicable Key Result Area: Democratic Governance				
Partnership Strategy :				
Project title and ID (ATLAS Award ID): Strengthening the Electoral Cycle in the Solomon Islands Project (SECSIP), 00072774				
EXPECTED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	INPUT

<p>Output 1: Sustainable voter registration system created</p> <p>Baseline: SIEC has established successfully conducted a voter registration exercised in 2014 which requires updating</p> <p>Indicator: Development of a new more accurate voter's roll that receives a positive data-driven evaluation and has a sustainable credible update mechanism</p>	<p>(2015) new more accurate voter's roll that receives a positive data-driven evaluation and has a sustainable credible update mechanism is developed</p>			
<p>1.3: Sustainability and inclusiveness of registration system enhanced</p> <p>Baseline: VR database over one year old without update</p> <p>Indicator: Frequency that voter roll can be up-dated in an electoral cycle</p>	<p>(2016) Mechanism for continuous update established</p>	<p>1.3.1 Data-driven Evaluation of the 2014 voter's roll</p> <p>1.3.2 Development of a concept paper for sustainable voter registration in the Solomon islands</p> <p>1.3.3: Potential update of voter registry, including those who have recently turned 18.</p> <p>1.3.4: Cleaning of rolls.</p>	<p>UNDP</p> <p>SIEC</p> <p>MOHA</p>	<p>30,000</p>
<p>TOTAL OUTPUT 1:</p>			<p>Total</p>	<p>30,000</p>

<p>Output 2: Enhanced capacity of the SIEC to manage an electoral cycle</p> <p>Baseline: OSIEC has developed and implemented its 2012 Corporate Plan</p> <p>Indicator: The extent to which the SIEC has implemented its Corporate Plan</p>	<p>(2016) 75% of corporate plan activities have been implemented</p>			
<p>Output 2.1: More efficient and effective administrative procedures designed and implemented</p> <p>Baseline: Procedures developed and implemented in 2014</p> <p>Indicator: Reports from Lessons Learned workshops produced</p>	<p>(2015) Review of administrative and operational procedures conducted</p>	<p>2.1.1: Lessons learned and way forward workshops on the preparation and conduct of the 2014 NGE</p> <p>2.1.2: Review and development of improved election procedures and guidelines (including gender mainstreaming off all guidelines, procedures and manuals)</p> <p>2.1.3 Review and update of strategic corporate plan including assessment of training needs for SIEC HQ staff</p> <p>2.1.4 Professional development of OSIEC staff enhanced (training, exchange programs)</p> <p>2.1.5 Three BRIDGE training programs (e.g. women's participation, vulnerable groups, legal reform)</p> <p>2.1.13: Continued update and implementation of capacity development plan for the SIEC and OSIEC Office.</p>	<p>UNDP</p> <p>SIEC</p> <p>MOHA</p> <p>High Court</p> <p>Ministry of Public Service</p> <p>Public Service Commission</p> <p>Institute of Public Administration and Management</p>	<p>270,000</p>

<p>Output 2.2: Improved infrastructure for more efficient electoral management</p> <p>Baseline: Insufficient infrastructure to store assets and complete tasks outlined in operational plan</p> <p>Indicator: The extent to which the planned infrastructure improvements have been effected</p>	<p>(2016) 75% of planned infrastructure improvements have been effected</p>	<p>2.2.1: Support to the upgrade of the OSIEC's physical infrastructure in HQ and regions (e.g. IT, software, construction)</p> <p>2.2.2: Upgrade of storage facilities to increase logistical sustainability.</p>	<p>UNDP SIEC MOHA Provincial Government's</p>	<p>80,000</p>
<p>TOTAL OUTPUT 2:</p>			<p>Total</p>	<p>350,000</p>
<p>Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement</p> <p>Baseline: No civic and voter education strategy currently being implemented</p> <p>Indicator: Development of a National Public Awareness Strategy</p>	<p>(2015) National Public Awareness Strategy is developed</p>			

<p>Output 3.1: Strategic ability of the SIEC to coordinate and conduct a Public Awareness campaign enhanced</p> <p>Baseline: No civic and voter education strategy exists</p> <p>Indicator: Progress made in finalizing strategies</p>	<p>(2015) 5 consultative meetings have been held among the key stakeholders of the public awareness campaign</p>	<p>3.1.1: Baseline study of voter and civic education needs in Solomon Islands and Tracking Survey to assess the strengths and weaknesses of the 2014 Awareness Campaign</p> <p>3.1.2 Development of a concept paper on the coordination of civic and voter educations efforts of SIG and NGOs/CSOs with the aim of developing a cross cutting National Public Awareness Strategy</p> <p>3.1.3 Development of a long term, cross cutting, Strategic Communications Plan and National Public Awareness Strategy</p> <p>3.1.4 Development of ToRs and assignment of Sub-grants for implementing partners in the National Public Awareness Strategy</p> <p>3.1.5 Development of a national Civic Education Curriculum in collaboration with MEHRD</p>	<p>UNDP</p> <p>SIEC</p> <p>MOHA</p> <p>Parliament</p> <p>Ministry of Education</p>	<p>360,000</p>
<p>TOTAL OUTPUT 3:</p>			<p>Total</p>	<p>360,000</p>
<p>Output 4: Electoral and legal reform supported</p> <p>Baseline: Political Party Integrity Bill and National Parliament Electoral Provisions Act Identified by Government for Reform</p> <p>Indicators: The extent to which the SIEC and PPC have influenced the reform agenda</p>	<p>(2016) The revised Political Party Integrity Bill and the Electoral Bill are submitted to Parliament for enactment</p>			

<p>Output 4.1: Improved Legal Reform Coordination Capacity of the SIEC</p> <p>Baseline: SIEC appointed Chair of the Electoral Reform Task Force, which includes the PPC</p> <p>Indicators: The extent to which the SIEC and PPC have influenced the reform agenda</p>	<p>(2015) Electoral Reform Task Force holds monthly meetings</p> <p>(2016) 75% of SIEC and PPIC proposals are included in the approved revised electoral acts</p>	<p>4.1.1: Provision of expert advice to the SIEC, Government and Parliament, CSOs and NGOs on various options for electoral and legal reform, building partnerships through facilitating round tables and conferences on the topic.</p> <p>4.1.2: Review and revise all subsidiary regulations and policies to align with the electoral reforms, where required.</p>	<p>SIEC</p> <p>UNDP</p> <p>High Court</p> <p>Provincial Government's</p> <p>Parliament</p>	<p>30,000</p>
<p>Output 4.2 Reform Initiatives of the PPC Enhanced</p> <p>Baseline: Elements of the Political Parties Integrity Act have been targeted for reform</p> <p>Indicator: The Cabinet Papers developed and submitted for approval by the Government and Parliament</p>	<p>Cabinet Papers on Temporary Special Measures for Women's representation and the amendments for the Political Parties Integrity Act submitted for approval by the Government and Parliament</p>	<p>4.2.1 Political Party Register Database Development</p> <p>4.2.2 Case Study Series on Efficacy of Political Parties Integrity Act during the 2014 NGE</p> <p>4.2.3 Lessons Learned Workshops on OSIEC and PPC performance under PPIA with Political Parties</p>	<p>PPC</p> <p>UNDP</p> <p>Cabinet</p> <p>Parliament</p>	<p>260,000</p>
<p>TOTAL OUTPUT 4:</p>			<p>Total</p>	<p>290,000</p>

<p>Output 5: Capacity of SIEC to promote gender mainstreaming in its institutional practices and the electoral process</p> <p>Baseline: Approach to gender mainstreaming has been ad hoc</p> <p>Indicators: SIEC Gender focal point has been appointed and trained</p>	<p>(2015) Gender audit conducted; role of gender focal point clarified and appointed; mentorship/training conducted</p>			
<p>Output 5.1: Gender mainstreaming in the SIEC institutional practices is increased</p> <p>Baseline: There is no existing SIEC gender policy</p> <p>Indicators: The extent to which the SIEC gender policy is developed and implemented</p>	<p>(2015) Gender audit conducted; Gender policy approved by SIEC Management</p>	<p>5.1.1: Support the development and implementation of an SIEC Gender Mainstreaming Policy</p> <p>5.1.2: Review and update the SIEC corporate plan to account for mainstreaming gender equality and disability inclusion in SIEC</p>		<p>105,000</p>

<p>Output 5.2: Gender mainstreaming in the electoral process is increased</p> <p>Baseline: There is no gender focal point within the SIEC</p> <p>Indicators: CSOs, Women and Youth Groups are regularly consulted by EMBs (and major concerns/suggestions are taken into account)</p>	<p>(2015) 5 consultative meetings have been held among the key stakeholders regarding gender equality initiatives</p>	<p>5.2.1: Regional Conference on women's leadership and political participation in the electoral cycle, in collaboration with the Political Parties Integrity Commission</p> <p>5.2.2: Building strategic partnerships for women's participation in the governmental and non-governmental sector (PPIC, Constitutional reform taskforce, Ministry of Women, PMO Policy Unit, CSOs and NGOs) with a view to develop a policy and implementation plan on TSM</p> <p>5.2.3: Development of ToRs for Sub-grants for advocacy to increase women's participation in the electoral cycle</p>		<p>220,000</p>
<p>TOTAL OUTPUT 5:</p>			<p>Total</p>	<p>325,000</p>
<p>TOTAL OUTPUTS:</p>			<p>Total</p>	<p>1,355,000</p>
<p>Management and Technical Assistance</p>		<p>Chief Technical Advisor</p> <p>Project Assistant</p> <p>Project Driver/Logistics Assistant</p> <p>Procurement Officer</p> <p>Communications & AV</p> <p>Stationery & other office supplies</p> <p>Fuel, petroleum and other oils</p> <p>Maintenance, Operation of transport equipment</p>	<p>P5 for 2 years</p>	<p>248,000</p> <p>20,000</p> <p>14,400</p> <p>20,000</p> <p>60,000</p> <p>45,000</p> <p>10,500</p> <p>7,500</p>
<p>TOTAL MANAGEMENT</p>				<p>504,400</p>

OUTPUTS + MANAGEMENT				1,859,400
GMS				123,018
TOTAL			Total	1,982,418

7. Risk Log

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 update does not enfranchise all eligible citizens	Operational Organizational	P= High M= Low	The timing and framework for conducting the voter registration update 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.			July 2015		
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			July 2015		

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
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 on electoral reform	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 electoral officials.			July 2015		
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.			July 2015		

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
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			July 2015		
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			July 2015		
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.			July 2015		