

I. DEVELOPMENT CHALLENGE

Political and Electoral System

Elections and the broader parliamentary framework are an established part of the political settlement in Solomon Islands, enjoying general legitimacy. Throughout the post-colonial period, elections have generally been held on time and with minimal conflict. While there is a strong commitment to elections and democracy, the system faces challenges. The country's first-past-the-post (FPTP) electoral system means MPs can be elected with very small vote shares, prompting calls for electoral system reform. The political parties arena is not yet strong and the parties' political ideology is frequently not well defined, sometimes driven by individuals to advance personal political interests. Governments are formed following intense negotiations amongst elected MPs after elections, as parliamentarians jockey for political rewards in coalition governments. A general weakness of political parties and high MP turnover leads to a highly fluid political environment in which governments invest significant political capital in sustaining parliamentary majorities, that in previous electoral cycles have been prone to collapse.

The system has also raised questions around the issue of representation. In 2010 all 21 women running for a seat in Parliament failed to be elected. In 2014 out of the 26 women who stood as candidates only one woman secured a seat in Parliament⁴ and women continue to face discrimination in both the formal and informal sectors and lack economic empowerment which continues to impact on their political representation.

Local and kinship factors still have an important weight on the voting choices made by Solomon Islanders⁵. Broader issues of government accountability and performance have only a weak impact on voting decisions. MPs compete for votes through an increasingly moneyed approach to politics, including a growing reliance on constituency funding in election campaigns.⁶ In 2014 Solomon Islands passed the *Political Party Integrity Act* with a view to stabilise politics and support a more programmatic approach to government. The PPIA provided the legal basis for the establishment of the Political Parties Commission meant to formulate, monitor and review policies relating to political parties and to contribute to the overall improvement and stability of political governance. However, higher MP incumbency in the 2014 election may also reflect the benefits of office as constituency funding is increased rather than the impact of the Act.

⁴ In 2010 there were 488 male candidates and 21 women who stood for the NGE. In 2014 the number of male candidates was 421 and 26 female candidates. The percentage of female candidates has experienced a slight increase from 4% to 5.5% (data provided by OSIEC)

⁵ The 2016 Academic Paper commissioned by UN Women on the *Influence of Gender Attitudes and Norms on Voter Preferences in Solomon Islands* includes reference to what Terrence Wood has described in its work "The causes and consequences of local voting in Solomon Islands" as 'local voting'. In other words, due to minimal reach of government into most people's lives, it is considered that elections are more likely to bring improvements for voters if they vote for a candidate who will help them or their community directly.

⁶ Each MP is allocated a Rural Constituency Development Fund (RCDF), has access to a range of other discretionary funding mechanisms, as well as a 'terminal' grant. These funds end up being spent as a pre-electoral positioning of the incumbent candidates during the electoral campaign.

Voter Registration

A notable success of Phase I of UNDP's Strengthening the Electoral Cycle in the Solomon Islands Project (SECSIP), was the support to the 2014 voter roll that was considered the most reliable in Solomon Islands' post-tensions history. The final voter register was estimated to cover some 85 per cent of the voting age population and having a demonstrable impact in reducing voter fraud. The updated electoral roll provided significant operational advantages for SIEC and SECSIP, as correct statistics on the number of eligible voters meant that operational planning was more accurate, cost-effective and efficient. In fact, for the first time leading into a National Election SIEC had an up-to-date operational plan based on an accurate voter list.

The decision made by the Solomon Islands Government (SIG) to adopt a BVR system contributed to the success of the 2014 elections mainly by establishing a reliable electoral roll and reducing the likelihood of fraud.

With respect to the services provided by the BVR system contractor there are however limitations including the following issues:

- the insufficient transfer of technical skills and capacity building delivered by the contractor to SIEC
- the complexity of the system with non-user friendly features (only one person currently knows how to operate it) which needs significant upgrades to cater for efficient operations and to reduce the risk of human error
- the software is also currently based on proprietary components that technically lock the Solomon Islands Government (SIG) and the SIEC with the initial vendor, making it financially unsustainable.

The above-referred limitations together with SIEC limited financial resources have had an impact on SIEC operational capacity resulting in a situation where its Office has not been able to conduct the yearly updates as mandated by the law and not even to secure adequate funds to deploy teams nationally to commence collecting data. It also doesn't possess the means to store and maintain its biometric voter registration stations, servers and databases in safe and well-maintained data-centres, putting at risk the full BVR database. The overall result of these restrictions is that any update to the BVR system or changes in its narrowly defined use requires a new contract with the specific vendor who provided the initial solution, effectively locking the SIG in a costly and ineffective relationship and implying a lack of national ownership.

Alongside those challenges, the introduction of the BVR while technically sound, has raised issues of public trust and concerns on how the system works and who has access to the sensitive data such as who has voted. The technical complexity related to operating and maintaining a BVR requires a capacity that is currently missing within the Office of the SIEC (OSIEC), or more generally, the Government of Solomon Islands. SECSIP Phase II will need to dedicate efforts to build the capacity of the OSIEC and its partners, with particular attention to the update of the 2014 roll needed for the next general elections. Such efforts must be part of a wider strategy of fostering a sustainable long-term registration solution. Further work remains to be done around the sustainability, education, transparency and optics of how the BVR moves forward.

Electoral Administration

The SIEC comprises three commissioners that while constitutionally mandated do not have clear duty statements or roles within the electoral process. The SIEC is chaired by the Speaker of Parliament, and the OSIEC is funded by the Ministry of Home Affairs (MOHA) which has direct oversight over spending. The OSIEC is led by a Chief Electoral Officer who in past electoral cycles has found it difficult to negotiate effectively on behalf of the OSIEC as the role is not a senior one within the SIG civil service. In addition the OSIEC had been without a CEO since September 2015 creating a leadership vacuum. This structure compounds the difficulties of preparing for and implementing elections in the Solomon Islands rather than facilitating their smooth operational functioning.

Other challenges of election administration in Solomon Islands reflect the political and development challenges facing the country. As with the broader state, Solomon Islands' electoral institutions are weak, under-resourced and face capacity challenges. The SIEC secretariat (Office of the SIEC – OSIEC) has only 8 permanent staff (seven in position as of May 2017) and while its budget is formally guaranteed, in effect it

does not have any control over it and is reliant on the Ministry of Home Affairs for the payments of on-going and electoral related costs. The cost of election delivery – including voter registration – is high, reflecting geographical challenges compounded by systemic management and capacity issues related to procurement, planning and general administration. These constraints make the delivery of effective and sustainable elections difficult and mean the OSIEC has received long-term donor support, including, in some cases, capacity supplementation and substitution. In addition the uncertainty of the ongoing political reform process that could potentially affect the make-up and functions of the electoral administration has put breaks on decision making processes in the OSIEC. This impacts on what sort of capacity strengthening measures will be required and feasible.

As such, financial and asset management of the OSIEC are two key capacity building areas that should be addressed to ensure that cost-effectiveness and sustainability are built into the electoral cycle. The physical office environment of the OSIEC does also not provide an optimal working environment. To fulfil its mandate without assistance the OSIEC requires extra staff. While the ESSP⁷ graduate programme in the last electoral cycle proved successful, the potential for creating a new round of positions would also need to be combined with an assessment and plan for proving the OSIECs office space. The OSIEC has to pay for warehouses off its site to store the BVR machines, and a separate data centre. Both incur substantial on-going costs for the OSIEC that it often finds unable to pay. This lack of access to physical infrastructure and data raises serious logistical and security concerns that have the ability to compromise electoral integrity.

Development and Democracy

The above concern gains in importance if to consider that at a wider level Solomon Islands' electoral institutions find themselves at the interstices of the processes of peace, state and nation-building. The country is going through major transitions including the drawdown of the Regional Assistance Mission to Solomon Islands (RAMSI), processes of social change, urbanisation, regional integration and economic development. The role of women in formal political processes needs to be strengthened and civil society is relatively weak and faces challenges in keeping government accountable.

Elections are an important venue for political and social contestation and, potentially, a source of conflict. On the one hand, the electoral system poses significant risks to managing orderly transitions of political power. But it is also critically placed to support more inclusive forms of political participation and collective action leading to inclusive development. Despite the success of elections in 2014, there remain concerns in the community of the potential of a poorly conducted election to spark conflict.

With a geographically and ethnically diverse and dispersed population, reaching out to enfranchise all eligible citizens has proven to be a challenge in past elections. While people turn out to vote, their actual understanding of the entire process and how it relates to civic education and the role of the elected MPs is not widely understood. Civil society in the Solomon Islands is 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 SIG and donors.

Elections and key stakeholders involved in the electoral space cannot be expected to facilitate major shifts in political culture and participation in a fragile country context characterised by constrained economic opportunities and high social and cultural diversity. Elections and electoral institutions are nevertheless strategically placed to play a constructive role in supporting inclusive development processes.

⁷ Electoral Systems Support Programme (ESSP) provided by the Government of Australia

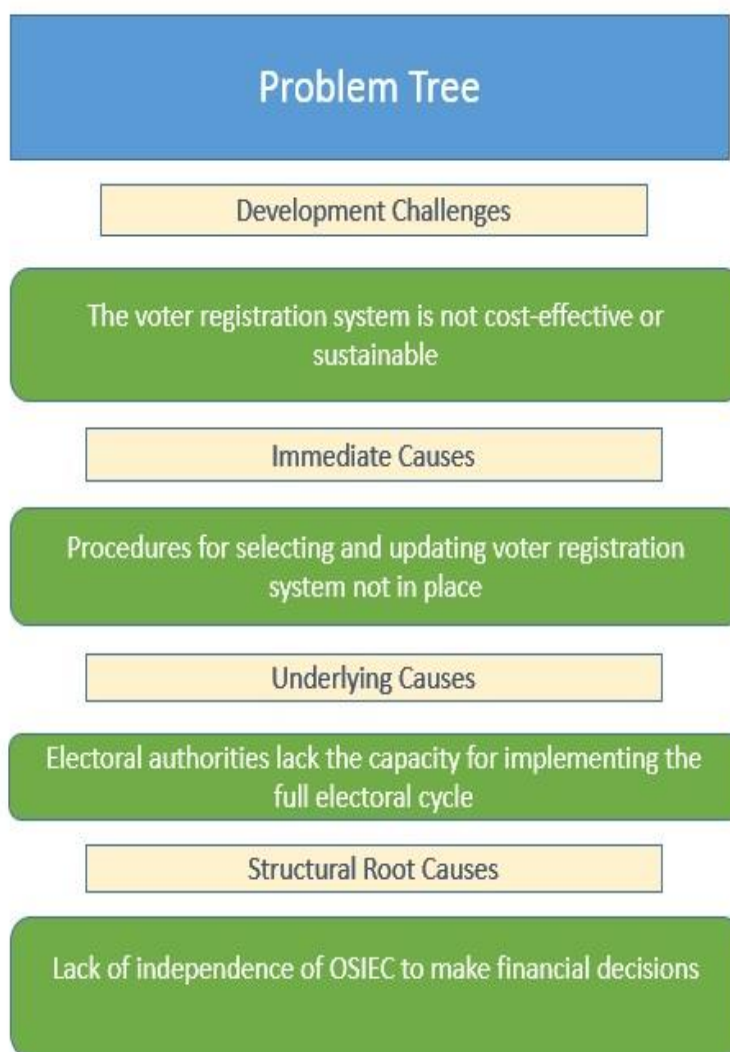


Figure 1: Problem tree showing the causal links among the various elements that contribute towards the development challenge

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

Following on from Phase I, Phase II of SECSIP continues to follow an electoral cycle approach that is firmly integrated into broader aspects of democratic governance. An overview of the electoral cycle and the types of activities within it can be seen below:

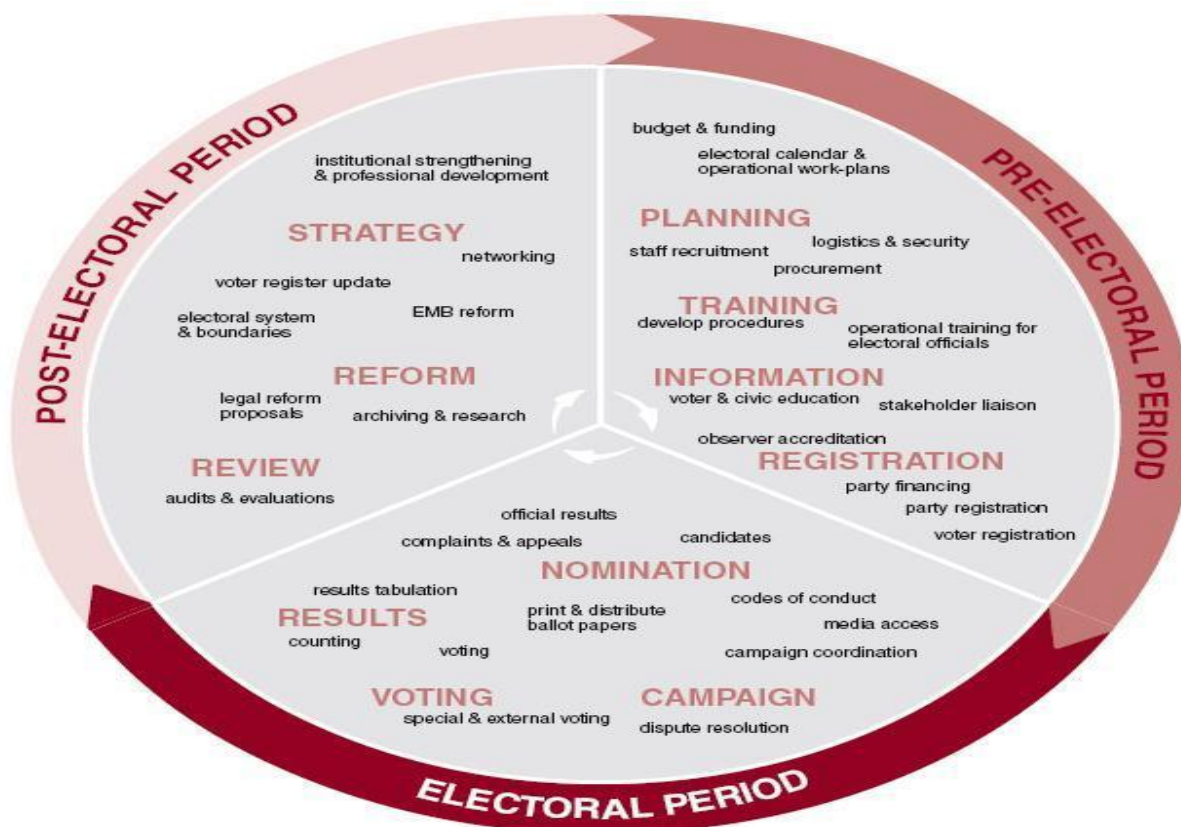


Figure 2: The electoral cycle approach

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.

Thus taking the enabling environment for elections into account that for the Solomon Islands includes: 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 will be central to building sustainable and cost-effective electoral processes that contribute to democratic governance. While targeting each of these issues specifically is outside the scope of the programme it is important that the programme contributes to establishing an enabling environment for addressing the issues, and does not silo itself off from the reality 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.

The electoral cycle approach also provides specific entry points for the support to improved equity for women and other marginalized groups. This can begin with the registration process, ensuring that inclusion and sensitivities to special needs of marginalized groups are at the centre of voter registration strategies. It can also look into the training of, and nomination of potential candidates, supporting processes that promote gender equality. Voter outreach and education should also be nuanced to target groups less likely to be able to participate in the formal political process, and on election date logistical arrangements should be organized to ensure safety and accessibility of all voters, especially women and people living with a disability.

This project will also assist the OSIEC 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 a 2015 – 2018 Corporate Plan that is based on five pillars, as follows:

- Legal framework and strengthened independence
- Professionally run elections
- Sustainable, accurate and inclusive voters list
- Professional and organizational development
- Voter education, public outreach and stakeholder engagement

SECSIP seeks to build on the results it achieved in Phase I that include:

- Improved voter registration that covered 85% of the population and removing 160,000 ineligible names of the roll
- Voter turn out of 90% for the 2014 National General Election
- Supporting SIEC to successfully deliver the 2014 elections including through:
 - o Procurement support
 - o Development and roll out of electoral official training curriculum
 - o Systemization and documentation of training manuals and materials
- Support to voter awareness targeted campaigns⁸

SECSIP Phase II will build on these results and increase its focus on gender mainstreaming across all aspects of the electoral cycle. It will continue to promote national ownership and sustainability. Where possible support will be channeled through SIEC's strategic plan. It will increase its focus in developing local capacity to deliver elections alongside engaging in the reform process with an aim of seeing national institutions in the lead. The next General Elections will also require particular assistance (as was the case in 2014). The specificities of this will be dependent on a number of factors that happen before this date including the process the voter registration exercise takes. Based on an assessment of needs closer to the electoral date Phase II will also provide specific support to the electoral event, the scope of which could include but is not limited to logistics support and training of officials.⁹

Phase II will cover the next General Elections and so a significant support will be provided to this event. Where possible this will dovetail with longer-term capacity and institution building initiatives, but strategically a selection of activities across all outputs will focus on supporting credible elections in 2019. The above referred areas present commonalities with other programmes, including the electoral bilateral

⁸ In 2015 UNDP SECSIP engaged a sociological study to conduct a voter awareness survey and an evaluation of the voter awareness programmes conducted by SIEC in the lead up to the 2014 National General Election.

electoral assistance provided by Australia under its ESSP framework and by EU consultants. SECSIP will endeavour to coordinate all efforts with a view to avoid duplications and have a joint positive impact on the beneficiaries of electoral assistance. The ESSP's intermittent advisors focusing on electoral management and strategic operations respectively will work closely with focused expertise, including the day to day operations support expert embedded in SIEC, deployed under the SECSIP to complement each other's work. SECSIP will also deploy technical experts focusing on voter education and civil society engagement.

Theory of Change

To respond to the development challenge that has been described in the earlier section, the project will apply a Theory of Change (ToC) process to define how and why change will take place through the project based on the assumptions underlying the development challenge.¹⁰ The ToC promotes effectiveness through predicting Change Pathways to inform planning with evidence of what has worked elsewhere based on available knowledge and helps to think about longer-term changes to embed sustainability of project results.

Through the implementation of SECSIP Phase I, the UN Needs Assessment conducted in 2015 in response to a request for continued electoral assistance from the Speaker of the Parliament and SIEC Chairman, and the findings of the follow up project document mission in 2016, there exists a fair understanding of the development challenges faced by the the Solomon Islands Electoral Authorities. The challenges that the project is seeking to address have been identified in the previous section on the Development Challenge.

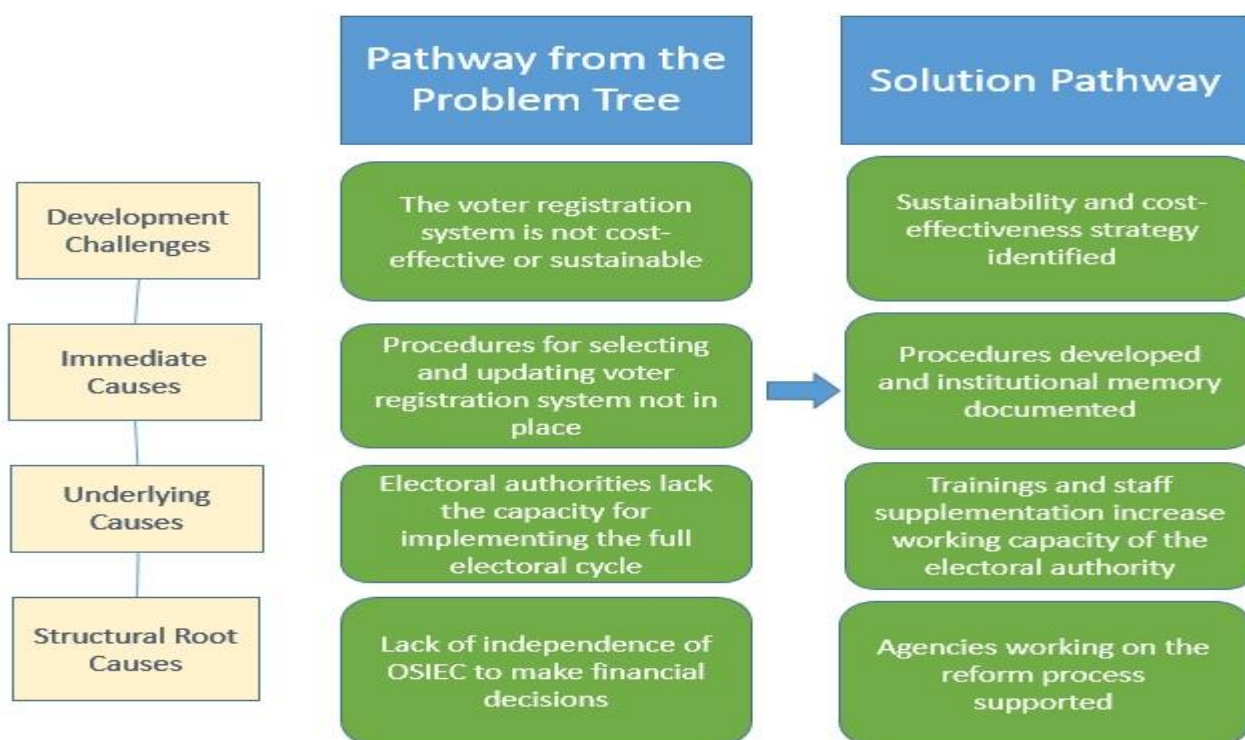


Figure 3: From a problem to a solution pathway

¹⁰ See: UNDP, "A Guide to the Application of Theories of Change to UNDP Programmes and Projects", 2016.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

Project Outcome: Enhanced Electoral Inclusiveness of the Solomon Islands

The major project components are outlined below:

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

The total cost for the Solomon Islands' 2014 national election was approximately SBD70 million, including the cost of the bio-metric voter registration exercise. Costs partly reflect contextual realities of implementing elections in the country, where geographic fragmentation is compounded by high cost of service delivery. The annual update for the register, mandated by law, has not been conducted. This is due to a number of reasons¹¹ including financial and the technical appropriateness of the BVR system currently in place (which also has a number of question marks related to its sustainability). However, with either a new system or an update of the current BVR system needed in the lead-up to the 2019 elections, the OSIEC requires extra support in developing new budgets and advocating for them within MOHA. The complexity of a BVR system also requires a level of technicity in Information Technology that the Solomon Islands currently do not possess. The country's 10% Internet penetration rate, for a world average of 50%, is a testament to this absence of technicity. Information Technology, general financial planning and budgeting are all technical skills that can have the capacity built, but they also need to be complemented with the requisite advocacy and representation skills to ensure that OSIEC can cover on-going staffing costs as well as costs associated with a national election.

It should be reiterated that the BVR process requires significant attention. While the 2014 exercise was considered a critical success, BVR systems have notoriously short-shelf lives. The achievements of 2014 will now need to be replicated, funding found to replace obsolete equipment, registration officers retrained or trained and the process rolled out. A series of steps need to be conducted including an audit of the current BVR machines, and assessment of how to change the terms of the SIG contract with the BVR vendor so that OSIEC can have control over its own database and the development of infrastructure to house both OSIEC's BVR and IT needs. This later component could also examine how OSIEC's physical infrastructure could be improved to offer a more conducive environment to managing elections and reducing ongoing costs.

Further work will also be conducted to ensure that all aspects of the voter registration exercise are as inclusive as possible. Procedures will be revised and adapted to ensure that the design of the registration, the targeting and roll out of the registration, and the education campaigns surrounding the entire process are gender sensitive and give special consideration to people living with a disability. With a growing youth population, the SIEC also needs to ensure that young people are politically enfranchised with the capacity to elect representatives.

As in 2014, the voter registration process will act as the initial ramping up of SIEC for managing the 2019 electoral process. The pool of officials utilized for registration will be expanded with a focus on mainstreaming women and young people through them, and this pool will also act as the backbone of human resource support the SIEC will need to implement elections in 2019.

Indicative Activities

¹¹ Please refer to page 11, section on Voter Registration

Output 1.1 Sustainability of and inclusiveness of registration system enhanced

General Election Focus

- Provision of technical advice to ensure a functional voter database for the 2019 elections
- Support to implementation of selected voter registration system, including expansion of recruitment pool and training on registration
- Enhancement of IT-related skills and voter registration technology
- Support to the BVR update or implementation of a new system, including South to South cooperation with other countries experience in BVR¹²

Long-Term Focus

- As part of broader graduate programme (output 2) form a core ecosystem of staff with ICT skills needed to maintain a biometric voter register
- Research to support full incorporation of women, youth and people living with a disability in voter registration and elections
- Ensure SIEC registration and education procedures are inclusive, with a special focus on women, youth and people living with a disability

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

The SIEC is a constitutional body whose core functions include management of the voter registration and planning of election operations. It is composed of two bodies: a policy and oversight body (the commissioners) and an executive office (the OSIEC). The OSIEC is established under the administrative authority of MOHA and on paper acts as the secretariat for the SIEC commissioners in the implementation of their mandate, however there is no legal instrument establishing OSIEC scope of mandate and responsibilities. In practice the SIEC and its commissioners do not have an active role in-between elections and the lack of a legal framework for the OSIEC weakens its role. The OSIEC team is formally split into two: Corporate Services (comprising Finance, HR, Training and Administration); and the Operations (comprising Electoral Management, Media and Awareness and Logistics). In practice, the divisions and implementation of tasks is much more fluid.

The OSIEC and its employees have experience in successfully running elections. The success of the 2014 BVR process and the training of registration and polling officials is testament to that. However, moving forward to a more sustainable model where the OSIEC is less reliant on international support needs to focus on building further capacity in general public administration skills, developing appropriate physical infrastructure and coordinating and outreaching more systematically. Running through all of these is a need to catalogue institutional memory and ensure that gender is mainstreamed through all Standard Operating Procedures and manuals.

¹² At present, OSIEC has a MoU with the Australian Electoral Commission and is a member of Pacific Islands, Australia and New Zealand Electoral Administrators Network (PIANZEA). South to South cooperation shall also be actively explored with other countries face with similar challenges of resources and capacity constraints and operating environments and those that have opted to develop their own BVR software (the latter with the support of UNDP).

SECSIP Phase I did place significant emphasis on further developing the capacity of OSIEC staff, including through capacity development planning, updating job descriptions and developing a training program. To this end, the project played an important role in supporting training and there are evident examples of strong capacity within the electoral commission, such as OSIEC delivery of training and outreach activities. An Institutional Capacity Assessment organized by UNDP in July/August 2016 illustrated that while the OSIEC has been able to implement elections well, it needs to concentrate more effectively on the in-between periods. This could involve revisiting the organigram (civil service level and numbers) of OSIEC, which has limited employees working as one person units. This means the loss of one or more staff would create great difficulties. A solution to this (and other capacity issues) would be to open the OSIEC to a new round of graduates to complement the current staff. This group of graduates could then be rotated around other institutions also requiring extra staffing including the PPC and Parliament alongside other professional development opportunities¹³. Consideration may be given to a call for national UNVs as an avenue to develop national talent and promote enhancement of national capacities for these key institutions.

Importantly, Output 2 will have a focus on supporting the SIEC to implement the 2019 General Election. This will build on the work and trainings conducted through the voter registration exercise in Output 1. As such activities that have a direct bearing on the implementation of the 2019 General Election will be prioritized. Activities such as infrastructure development (that is dependent on government cost-sharing) will be focused in the post-electoral phase of the project while the preparatory work can take place in advance. The post-electoral phase will also include the design and implementation of the exit strategy with a view to ensure the sustainability of the results achieved during this second phase.

The First Phase of the project also initiated work on mainstreaming gender into all activities of electoral administration. This included activities targeting the promotion of women as candidates, voters and electoral administrators. Within the SIEC further work can be done to promote women in staffing positions and temporary positions around the election event. This should be reflected in the collection of statistics and the development of internal policies that promote the hiring and capacity building of women.

Indicative Activities:

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

General Election Focus

- When the reform process is clear, assess staffing structure and make recommendations for updated organigram for OSIEC, including number of staff and levels
- Creation of a three year graduate programme that would see employees rotated between the OSIEC, Parliament, the PPC and gain some experience in the provinces. The internal gender policy established above should be reflected in this programme and special consideration should be given to the inclusion of women at all levels in the staffing structure of OSIEC. The first round of graduates would be able to directly support the 2019 General Elections
- Establishment of partnerships with civil society organizations and other entities to continue developing electoral skills on civic education related issues and civil society capacities including for example for the training of national observers
- Hiring of national UNVs to fill relevant positions within OSIEC

¹³ Previous experiences of graduate programmes in the Solomon Islands institutions include the one developed within the framework of UNDP Parliament Strengthening Project and the ESSP graduate programme in the Solomon Islands Electoral Commission. The design of a new graduate programme will take into consideration the lessons learned from these previous exercises and discuss it with electoral assistance providers, in particular ESSP.

- Training of polling officials
- Provision of direct procurement and logistics support associated with the 2019 General Elections

Long-Term Focus¹⁴

- Development of internal policies on the hiring and promotion of women in permanent and temporary positions
- Collection of sex-disaggregated data across all aspects of electoral administration (permanent and temporary staff, voters, candidates, etc)
- Based on 2016 Capacity Assessment, develop and implement 3 year capacity development operational plan
- Build budgeting and financial capacity of OSIEC including trainings and facilitating engagement with relevant government agencies
- Support a series of leadership trainings for OSIEC staff giving particular consideration to the prioritization of women's participation
- Support assessment of IT needs for next four years (technical, financial, security), and implementation of that strategy
- Codify institutional memory and incorporate into OSIEC systems and procedures

Output 2.2: Improved infrastructure for more efficient electoral management

Long-Term Focus

- Support full assessment of all of the OSIEC's ongoing and future physical infrastructure requirements¹⁵, when the reform process is clear (i.e. possible merger of PPC and OSIEC)
- Develop options paper for a more cost-effective, secure and conducive working environment for the OSIEC needs, including plans and costings for new infrastructure that includes IT and storage requirements
- Complete series of roundtables on recommendations with the government and develop strategy for moving forward, including government cost-sharing options
- Proceed with construction of new OSIEC premises if government cost-sharing agreement reached

Output 2.3: Coordination and planning ability of the SIEC strengthened

General Election Focus

- Electoral coordination amongst stakeholders. Support linkages and involvement of governmental agencies through the establishment of an electoral related issues working group whose membership can include MOHA and its Civil Registration Unit, the Ministry of Finance's Information and Communication Technologies Services Unit (ICTSU), the Ministry of Provincial Government and Institutional Strengthening (MPGIS), Education, Police, MPs, UNDP, donors, political parties.¹⁶ The ToRs may establish subcommittees on topics of special interest indicating the membership attendance in accordance with relevant topics. It would be advisable that the Ministry of Women, Youth and Family Affairs (MWYFA) is a usual participant to ensure that measures to enhance

¹⁴ This includes activities that while not directly electoral event related should continue to be addressed as are considered necessary to continue building on the enhancement of electoral capacities as required by the electoral cycle approach.

¹⁵ Project support to the enhancement of physical infrastructure will apply a precautionary approach considering potential environmental opportunities and possible adverse impact

¹⁶ MOHA Permanent Secretary has already expressed support to the establishment of a working group comprised of representatives of relevant governmental agencies at technical level to enhance coordination and synergy on electoral related matters.

participation of youth, women and people with disabilities are considered and effectively implemented. It is also envisaged that upon celebration of the 2019 general election, this working group will be the leading platform for the design and implementation of an exit strategy coordinating the efforts of all stakeholders to contribute to the sustainability of the achievements.

- The project Technical Advisory Committee (TAC) acts as a forum to assist donor coordination on a regular basis and to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands. To this end, technical advisers from bilateral assistance programmes will be invited to attend these meetings
- Advisers internal information sharing mechanism. Electoral technical advisers and technical specialists – both international and national - supporting the Electoral Commission will meet informally on a weekly basis, and more formally on a monthly basis, through the existing TAC meetings or outside, to share information and enhance planning and coordination of assistance.
- Within SIEC, develop procedures through which results are transferred to SIEC so they can accurately record data from the election

Long-Term Focus

- Develop a set of gender and PLWD sensitive operating procedures for the SIEC and SIEC Office, including an asset management plan
- 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 and on the ground and capacities for running elections
- Develop the internal (SIEC, OSIEC Office, Returning Officers, other election officials in the field) and external (media, political parties, observers, civil society organizations) communication and coordination strategy, including reporting guidelines which contain gender and PLWD sections.

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 forestry¹⁷. 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 stock¹⁸. While Pidgin (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 requires long-term investment and a generation change as citizens learn how the state can complement the existing wantok system of governance. The country is still in the process of firmly consolidating peace gained since the end of the tensions, and with the RAMSI drawdown, fragility remains and the notion of nationhood is still

¹⁷ J. Braithwaite, S. Dinnen, Matthew Allen, Valerie Braithwaite & Hilary Charlesworth (2010) [*Pillars and Shadows: Statebuilding as Peacebuilding in Solomon Islands*](#), Canberra: ANU E Press.

¹⁸ Fraenkel, Jon (2004) *The Manipulation of Custom: From uprising to intervention in the Solomon Islands*, Wellington: Victoria University Press.

nascent. Accordingly, the strategy and approach should then be strategically punctuated by shorter term voter registration education and voting education exercises being also supportive of wider efforts emphasizing the importance of taking part in elections as a nation-building process. Polling officials and returning officers at the local level are very clear on the “rules” governing voting on Election Day, but do not have engaging educational training or knowledge. An example of this is how community notice boards act as default education strategy, where A4 print-outs in English of organizational memo’s 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 education¹⁹.

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 at the local level will be the key to civic and voter education strategies. But while opportunities exist, special consideration still needs to be given to ensuring women and people living with a disability targeted and enfranchised. Cultural barriers²⁰ have been identified as a major impediment to women’s political participation and empowerment, and activities under this output will ensure that messaging, mediums and products are targeted appropriately.

In addition 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 state²¹. Civic engagement of the next generation of Solomon Islander’s that see’s 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 - investing in youth is all important for national efforts to consolidate peace and stability in the post-RAMSI era, and for the first post-RAMSI national general elections.

Output 3 will utilize a broad strategic framework that promotes a long-term vision for civic engagement and voter awareness in the country, to enhance the populations awareness of the 2018 electoral event. As such, while activities will be focused on enhancing the inclusiveness and credibility of the 2019 General Election, the framework will ensure that national authorities and local networks will have an enhanced ability to educate the population after the electoral event. If political reforms pass through Parliament then support will also be calibrated to educate the public on these reforms, such as the potential introduction of Preferential Limited Voting (LPV).

Indicative Activities:

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

General Election Focus

¹⁹ An example could be the possible partnership with the UNDP Peacebuilding Project on radio programmes and radio dissemination which intends to distribute 50,000 solar radios to remote communities targeting in particular youth and women.

²⁰ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2488795; and <http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/the-influence-of-gender-attitudes-and-norms-on-voter-preferences-in-solomon-islands>

²¹ A successful example is SIEC partnership with MEHRD supported by SECSIP which launched in 2016 the School Elections Programme that includes modules on Importance of Voting, why should I vote?, role of MPs, voter registration, candidate nomination, what is freedom of choice?, Election Law, voting and counting procedures. This programme has been positively appreciated by MOHA as well as by teachers and students. An expansion of the programme has been envisaged to be conducted in 2017,

- Assist the SIG in developing a long-term range of activities in line with the holistic civic education strategy adopted by SIEC in March 2016 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.)
 - Ensure that women, youth and people living with a disability (PLWD) are targeted and that appropriate measures are established to enhance outreach to these groups. With respect to PLWD, it may be necessary to commission a study focused on the barriers and challenges faced by these groups and which includes the recommendations to enhance inclusion and the criteria to identify potential partners.²²

Long-Term Focus

- Develop framework for education and dissemination on the proposed political and electoral reforms, including round-tables and workshops at the provincial level. Partnerships with civil society organizations, such as Transparency Solomon Islands and the Media Association of Solomon Islands are encouraged as a mean for the design and implementation of periodical fora on issues that may benefit from the linkage between elections and broader democratic governance aspects
 - This will include specific support to voter education related to the 2019 election, including information on any new changes to the legal and procedural framework
- Assist and enhance SIEC capacities to maintain SIEC Website so the site is periodically updated to display election relevant information and data on on-going and planned SIEC activities, activities supported by SIEC (i.e. schools project, essay competition, activities being implemented in partnership with CSOs) legislation, court and administrative decisions and the name of candidates and elections results as well as on the actions, measures and progress made on gender and PLWD related issues.
- Develop 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 3.2: Increased implementation of civic and voter education activities

General Election Focus

- As part of a framework for public outreach amplify the media component developed in Phase I
- Monitor and evaluate the implementation of the SECSIP Small Grants Program developed in Phase I with a view to expand the grants program in 2017
- Leverage the success of training offered to civil society organisations²³ in Phase I to conduct broader, provincial level training of civic and voter education facilitators, with focus on targeting and inclusion of women, youth and PLWD. Consideration should be given to expand the array of partnerships supported by SECSIP with additional organizations (e.g Solomon Islands National University, Youth at Work, Youth Council)

²² The paper on the *Secrecy of Vote in the Solomon Islands – A review* prepared by SECSIP Senior Adviser Carlos Valenzuela proposes the introduction of tactile ballots to enhance the participation and secrecy of the vote of people with visual disabilities. This is a low-cost easy to use measure and the implementation of such ballots would be an encouraging sign that the electoral authorities are taking seriously the matter of voter secrecy and the promotion of rights of disabled voters.

²³ In 2016, SIEC, with the support of UNDP SECSIP, established partnerships with National Council of Women, Guadalcanal Council of Women, Village Technology Trust, Vois Blo Mere, Hearts of Hope, Destiny Global, Solomon Islands Association of Community Learning Centers and Tefila to enhance civic education and voter awareness efforts.

Long-Term Focus

- Support the SIEC Communications and Awareness Team to expand its school elections project

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

The current government has launched, under the leadership of the Prime Minister's Office, an initiative of electoral reform aimed to strengthen good governance and the political system. A task force has been set up to address this package of reforms, including members from PMO, MOHA, SIEC, and the PPC

The PPC is a new statutory body established in 2014 through the Political Party Integrity Act. It has an oversight body of five commissioners appointed by the Governor General and supported by an executive body, the Office of the Registrar, under the direction of the Registrar with a small executive staff. Under the reform process a number of issues have been identified for consideration in the review of the National Parliament Electoral Provisions ACT (NPEPA) and of the Political Parties Integrity Act. These include issues relating to voter registration (eg. Constituency registration, registration age, updating of voter roll); electoral campaign; polling; declaration of votes; independence of the OSIEC; merging of the PPC and SIEC into one body; and extending the mandate of the OSIEC to manage all elections, including local and provincial.

This long list of reforms are planned to be tabled by 2017, but the form and process through parliament they take yet remain to be seen. It will be delicate process where nothing is certain and the task force will need to engage tactfully and strategically with relevant stakeholders alongside the technical proficiency they will need to illustrate.

In view of the above, SECSIP Phase I considered that the effectiveness of the electoral assistance required to collaborate and support the Political Parties Commission and its administrative branch, the Office of the Registrar. SECSIP Phase II aims to continue providing technical assistance to support the implementation of the PPC mandate in electoral related areas.

Any modifications to the legal framework would affect the scope and duties of the electoral authorities, and thus have important consequence for institutional capacities of the electoral administration. As such two aspects of the reform process require careful consideration moving forward. The first is that the institutions responsible including the PPC and SIEC have indicated they require significant assistance to ensure that the proposed reform package is technically sound in terms of its drafting and would work in a Solomon's Island context. The second is that the development of this process needs to be brought to a broader set of stakeholders. This includes civil society, relevant ministries, media and also through parliament through which the reforms will eventually be tabled.

On the voter registration side, the current periodic system may need to be reviewed in line with actual implementation capabilities. Restrictions on data sharing with other government bodies impose unnecessary constraints on leveraging resources from other agencies such as the civil registry and may need to be relaxed.

Indicative Activities

Output 4.1: Strengthened capacity of the PPC, SIEC and other actors involved in the reform process

General Election Focus

- Legal capacity of the PPC and SIEC strengthened through the recruitment of national Legal Officer (for length of project).
- Review voter registration regulations to provide flexibility in line with actual capabilities and resources available across the government
- Support the legal review from the perspective of addressing barriers that may negatively impact on the participation of women and PLWD
- Overall support to development of operational procedures affecting all phases of the preparation and conduct of electoral events
- Review the results verification and announcement procedures, and draft amendments or new procedures to enhance SIEC oversight and verification ability

Long-Term Focus

- Further support to the drafting of the legislation as required (e.g. to enhance the internal regulatory framework of the EMB)
- Continue to support and facilitate consultations on the reform package
- Continue to support the functions of the PPC
- Develop structure and capacity in OSIEC to effectively contribute to the electoral, legal and administrative reform

Provide expert advice on options to introduce Temporary Special Measures to enhance the representation of women in elected bodies including Parliament, provincial assemblies as well as in political and governmental institutions at all levels.,

Output 5: Increased capacity of communities to promote women's political participation ²⁴

Several studies²⁵ have illustrated that there are two central barriers to people voting for women in the Solomon Islands. They are "cultural barriers" around seeing women as leaders and an issue defined as a "reputation for helping" that was identified through a UNDP survey²⁶. It is proposed that from 2017 SECSIP supports further analysis into these issues, to create a more concrete understanding of their dynamics, how they hinder political equality, and then develop innovative interventions to address them. It is further proposed that a limited number of constituencies are identified against a check-list so that programmes can be targeted, and if successful, scaled up. This ensures the approach is evidence-based and does not repeat business as usual activities and initiatives.

²⁴ For the design and implementation of activities under this output, SECSIP Phase II will consult with relevant national and international actors including MWYFA, MEHRD, UN Women and UNDP Peace Building Project.

²⁵ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2488795; and <http://asiapacific.unwomen.org/en/digital-library/publications/2016/10/the-influence-of-gender-attitudes-and-norms-on-voter-preferences-in-solomon-islands>

²⁶ In identifying what women candidates needed to win in their constituency, respondents most frequently noted that having a reputation for helping (34%) and demonstrating good personal attributes (34%) were critical. Of the respondents who said women were not as skilled at being a politician as men, 40% said that it was not a woman's role to be a politician or a leader (this was less than 8% of overall respondents). This was similar among both women (35%) and men (45%). Overall, 19% of respondents (14% of women respondents) felt women were not as capable at being politicians as men simply because of their gender. This suggests that there are further gender-based issues, particularly in promoting women's representation in politics, to be addressed within the Solomon Islands.

Cultural Barriers

The temptation to treat "culture" in Solomon Islands as though it is a single, unchanging set of rules that is the same across the country should be avoided. Women's traditional role in society, their narratives in custom and attitudes to women in leadership are different between communities, tribes and language groups. Areas from Are Are to Malaita to the isolated Polynesian island of Tikopia all differ in terms of the role and perception of women in society. It is thus important to demarcate the different cultural barriers relevant to different parts of the Solomon Islands, and then through nuanced research provide more targeted interventions. Research would begin by conducting constituency based historical analysis of election results and layering that with a gender analysis of each area. This would then provide the basis for designing programming interventions.

Perceptions on leadership and on political skills of women candidates

In the post 2014 General Election Survey UNDP SECSIP commissioned a Voter Awareness Survey which included questions on whether women are to be considered as skilled as men at being politicians and what women candidates need to win in their constituency. Most respondents noted that a "reputation for helping" and demonstrating "good personal attributes" were critical to obtain the support from the electorate. These responses indicate that further research needs to be conducted to understand why an important segment of the population do not view women as having a reputation for helping their communities. The rationale behind these responses may consider that women candidates are not yet seen as someone who can or does solve community problems, or that they do not have the available resources to provide direct constituency level assistance.

This output intends to use constituencies identified in the first phase as those more likely to elect a female candidate and look in detail at questions about what set of skills female candidates would have to have to have a better chance to be successfully elected. This data would then be used to design targeted programs to provide women with the skills that they need to win, training in applying for community grants, transformational leadership or other innovative approaches.

Indicative Activities:

Output 5.1: Enhanced ability of women to act as community leaders and representatives

General Election Focus

- Establish of coordination mechanism for all actors working on women's political participation, and attempt to develop a common strategy and division of responsibilities
- Supported research at provincial level that highlights local challenges including:
 - Which constituencies are historically more likely to put up a female candidate?
 - Where do female candidates perform better?
- Utilise research to develop a locally-based targeted women's political participation programme that may include trainings and specific coaching activities for women candidates
- The programme should provide training that targets women's ability to work at the grassroots level in terms of accessing and raising resources and running community led development initiatives
- The programme may consider activities/mechanisms for the support of candidacies from double disadvantaged groups (e.g. young women living with a disability)

Long-Term Focus

Activities to support female candidates are to be prioritized. However, where possible it would be advisable to continue supporting awareness raising activities on issues relating to women's leadership and their involvement in political participation and to expand these activities to actively include PLWD and other groups of the electorate traditionally marginalized. An example of the latter was the inaugural 2016 essay competition.

PARTNERSHIPS

As referred in the expected results subsection, SECSIP will endeavour to obtain synergies and to prevent duplication of efforts. Accordingly, SECSIP Phase II envisages to continue building/establishing partnerships and collaboration mechanisms with governmental, civil society and international actors.

This will involve collaboration with:

- Government entities. SECSIP Phase II main beneficiaries will continue to be SIEC and PPC. Additionally, in its Phase II and taking into consideration the different outcomes resulting from the on-going electoral and political reform, the project expects to develop strategic alliances which may include, collaboration with offices under the portfolio of MOHA (i.e. ICTSU, Civil Registry), MPGIS, MWYFA.
- Civil society organisations. SECSIP II will continue building collaboration mechanisms with entities working in the areas of good governance and rule of law, education, women's leadership and political participation as well as media²⁷.
- Other UNDP/UN actors. As part of the Effective Governance portfolio, SECSIP Phase II will seek to coordinate activities with other UNDP actors including those being implemented by the Peace Building Project in Solomon Islands as well as with other regional projects from UNDP Pacific Office located in Suva working in the areas of parliamentary support, political parties and anti-corruption. Accordingly, SECSIP CTA will continue to actively participate in periodical meetings with the Effective Governance Team as regional and Country Office level and to regularly share reports and planned activities. SECSIP Phase II will additionally seek to enhance cooperation with other UN actors including UN Women, UNICEF, World Bank. ,
- Electoral bilateral assistance advisers. SECSIP Phase II expects to enhance coordination and avoid duplication of efforts with international actors providing electoral assistance such as the Electoral Systems Strengthening Programme (ESSP) and/or other consultants or experts deployed by international partners²⁸ including consultants deployed by EU and/or experts to be deployed by the Australian Government. In this context the SECSIP TAC will provide an avenue to bring together all multilateral and bilateral actors.

²⁷ As referred in page 18, in 2016, SIEC, with the support of UNDP SECSIP, established partnerships with National Council of Women (NCW), Guadalcanal Council of Women (GCW), Village Technology Trust (VTT), Vois Blo Mere (VBM), Hearts of Hope, Destiny Global, Solomon Islands Association of Community Learning Centers (SIACLC) and TEFILA to enhance civic education and voter awareness efforts. During the first semester of 2017, SECSIP also established micro-grant agreements with the Media Association of Solomon Islands (MASI) and Transparency Solomon Islands (TSI).

²⁸ The EU recently engaged legal experts to provide advice on issues pertaining to the review of the PPIA and to assist with the legal drafting of the amendments. The Australian High Commission is considering a possible mechanism of technical support through the deployment of electoral experts from the Australian Electoral Commission.

IV. RESULTS FRAMEWORK²⁹

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:										
Applicable Output(s) from the UNDP Strategic Plan: Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions										
Project title and Atlas Project Number:										
EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle	IRRF Indicator 2.1.2 Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups including PLWD.	Data from pre-project voter registry.	Number of people on the registry (Quantitative indicator)		70%	90 %	95%	95%	95%	Project Team through data and information collection. Technical specialists through training and outreach activities.

²⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³⁰ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission (SIEC) to fulfill its mandate	<p>IRRF Indicator: 2.1.1.b: Electoral authorities with improved administrative and human resources capacities to fulfil mandate</p> <p>To be assessed on the following rating scale: 0=UNDP is not building capacity of the electoral authorities 1=Capacity has not improved 2= Capacity very partially improved 3= Capacity partially improved 4= Capacity largely improved</p>	<p>Post capacity building and training workshop reports.</p> <p>Evaluation and feedback sheets by participants of capacity building activities.</p> <p>Monitoring and evaluation missions.</p>	<p>Competency rating (qualitative indicator)</p>	<p>0</p>	<p>3</p>	<p>3</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>Project Team through data and information collection.</p> <p>Technical specialists through training activities.</p>
Output 3: National authorities and local networks have better capacity to train and educate the population on voter awareness and civic engagement	<p>IRRF Indicator 2.4.2: Country with strengthened environments for civic engagement, including legal/regulatory framework for civil society organizations to function in the public sphere and contribute to development, and effective mechanisms/platforms to engage civil society (with a focus on women, youth or excluded groups).</p> <p>Degree of effectiveness should be scored using the following scale: 1=Low 2=Medium 3=High</p>	<p>Data from CSOs and NGO platforms or networks.</p> <p>Project Activity Reports.</p> <p>Media reports.</p>	<p>Effectiveness rating (qualitative indicator)</p>	<p>None</p>	<p>Low</p>	<p>Low</p>	<p>Med</p>	<p>Med</p>	<p>Med</p>	<p>Project Team through data and information collection.</p> <p>Technical specialists through training and outreach activities.</p>

Output 4: Electoral, legal and administrative reform supported to contribute to a stronger electoral commission and representative democracy³¹	<p>IRRF Indicator: 2.1.1.b: State institutions with improved administrative and human resources capacities to undertake drafting, public outreach and consultation and with mechanisms to ensure the participation of women and marginalized groups.</p> <p>To be assessed on the following rating scale:</p> <p>0=UNDP is not building capacity of the OSIEC and PPC</p> <p>1=Capacity has not improved</p> <p>2= Capacity very partially improved</p> <p>3= Capacity partially improved</p> <p>4= Capacity largely improved</p>	<p>Post capacity building and training workshop reports.</p> <p>Evaluation and feedback sheets by participants of capacity building activities.</p> <p>Monitoring and evaluation missions.</p> <p>Reports by OSIEC and PPSs.</p> <p>Number of Committee meetings conducted.</p>	Competen cy rating (qualitative indicator)	0	3	3	4	4	4	<p>Project Team through data and information collection.</p> <p>Technical specialists through training activities.</p>
Output 5: Increased capacity of communities to promote women's political participation	<p>IRRF Indicator 2.1.3: Proportion of women (to men) participating as candidates in local and national elections</p> <p>To be assessed on the following rating scale:</p> <p>0=UNDP is not building capacity of the communities</p> <p>1=Capacity has not improved</p> <p>2= Capacity very partially improved</p> <p>3= Capacity partially improved</p> <p>4= Capacity largely improved</p>	<p>Data taken from the OSIEC</p> <p>Data recorded by project on implementation</p> <p>Post-project capacity and attitude assessment</p>	Competen cy rating (qualitative indicator)	0	3	3	4	4	4	<p>Project Team through data and information collection.</p> <p>Technical specialists through training activities.</p>

³¹ The expected results of this output will depend on the outcome of the on-going electoral and political legal reform process.

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans. During the inception phase of the project, the M&E plan will be further detailed out and costed with the support of M&E Expertise:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost TBD)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		
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In Accordance with the Revised Note of Guidance on Electoral Assistance, 2010:

The Electoral Assistance Division support and coordination, at headquarters level, within the UN system will continue throughout the project implementation. In order to facilitate this responsibility and to ensure the Focal Point is appropriately informed of UN electoral assistance, the UNDP Country Office, will submit status reports on a quarterly basis to EAD, or more regularly if requested by the Focal Point. At the conclusion of the project EAD shall receive a final project report from the Resident Coordinator/Resident Representative, within three months of the completion of the project. In order to maintain the UN electoral institutional memory other operational documents may also be requested from the project such as operational plans, budgets, timelines, staffing tables, etc.

In line with its normal functions as part of the Department of Political Affairs, and to support the Focal Point, EAD may, at any time, (in consultation with the UNCT) conduct a mission to review progress of a programme, assess the political situation, particularly with regard to the potential for violence, and/or offer support to the Resident Coordinator/Resident Representative.

VI. MULTI-YEAR WORK PLAN ³²³³

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
Ouput 1: Sustainable voter registration system created to strengthen the inclusiveness and integrity of the electoral cycle									
Output 1.1 Sustainability of and inclusiveness of registration system enhanced	1.1.1 Provision of technical advice for the ugrading of the BVR database	90,000	160,000	28,000	0	UNDP		International consultant, Travel and DSA	278,000
	1.1.2 Enhancement of IT-realted skills and voter registration technology	80,000	95,000	80,000	0	UNDP		Workshops and trainings, travel, printing	255,000
	1.1.3 Support to the BVR update	60,000	175,000	40,000	0	UNDP		Workshops and trainings, equipment & supplies	275,000
	1.1.4 Research to support full incorporation of women, youth and people living with a disability in voter registration and elections	95,000	85,000		0	UNDP		IC, travel, supples, printing	180,000

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

³³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.1.5 Ensure SIEC registration and education procedures are inclusive, with a special focus on women, youth and people living with a disability	15,000	65,000	10,000		UNDP		IC, travel	90,000
	1.1.6 Effective technical advisory services and project implementation ³⁴	50,000	60,000	40,000		UNDP		Staff Personnel and Office costs	150,000
	1.1.7 Direct Project Costs ³⁵	10,000	20,000	10,000		UNDP		DPC	40,000
	Sub-Total for Output 1	400,000	660,000	208,000					1,268,000
Output 2: More efficient and effective administrative procedures designed and implemented for the Solomon Islands Election Commission (SIEC) to fulfill its mandate									
Output 2.1: Enhanced capacity of the SIEC to manage an electoral cycle	2.1.1 Assess staffing structure and make recommendations for updated organigram for OSEIC, including number of staff and levels	40,000	0	0	0	UNDP		International consultant, Travel and DSA	40,000
	2.1.2 Training of polling officials	90,000	100,000	20,000	0	UNDP		Workshops, travel, consultants	210,000
	2.1.3 Provision of direct procurement, administrative and logistics support associated with the 2018 General Elections	50,000	50,000	50,000	0	UNDP		Expertise/Salary	150,000

³⁴ International senior technical adviser to the project, project manager and project staff implementing the project.

³⁵ Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

	2.1.4 Partnerships with CSOs and other entities to enhance electoral related knowledge	160,000	150,000	0	0	UNDP			310,000
	2.1.4 Based on 2016 Capacity Assessment, develop and implement 3 year capacity development operational plan (inc budgeting and financial capacity)	20,000	20,000	20,000	0	UNDP		Workshops, trainings	60,000
	2.1.5 Hiring of national UNVs to fill relevant positions within OSIEC	25,000	25,000	20,000	0	UNDP, UNV		Salary	65,000
	2.1.6 Professional development including leadership training, exchange programmes and other south-to-south collaboration actions with a focus on promotion of women	15,000	20,000	10,000	0	UNDP		Workshop, trainings, professional development, staff exchange with EMB from the Pacific	45,000
	2.1.7 Support assessment of IT needs for next 2.5 years (technical, financial, security), and implementation of that strategy	10,000	40,000	30,000	0	UNDP		International consultant, procurement	70,000
	2.1.8 Codify institutional memory and incorporate into OSIEC systems and procedures	15,000	15,000	10,000	0	UNDP		International consultant, Travel and DSA	40,000
	2.1.9 Effective technical advisory services and project implementation ³⁶	30,000	40,000	40,000	0	UNDP		Staff Personnel and Office costs	110,000

³⁶ International senior technical adviser to the project, project manager and project staff implementing the project.

Output 2.2: Improved infrastructure for more efficient electoral management	2.1.10 Direct Project Costs ³⁷	5,000	10,000	10,000	0	UNDP		Operational costs and Service Charges	25,000
	Sub-Total for Output 2.1	460,000	470,000	210,000	0				1145,000
	2.2.1 Support full assessment of all of the OSIECs ongoing and future physical infrastructure requirements	0	20,000	40,000	0	UNDP		International consultant, National Consultant Travel and DSA	100,000
	2.2.2 Develop options paper for a more cost-effective, secure and conducive working environment for the OSEIC needs	10,000	0	0	0	UNDP		International consultant	10,000
	2.2.3 Complete series of roundtables on recommendations with the government and develop strategy for moving forward, including government cost-sharing options	0	0	10,000	0	UNDP		Workshops, consultant	20,000
	2.2.4 Proceed with construction of new OSIEC premises if government cost-sharing agreement reached	40,000	50,000	100,000	0	UNDP, GOV SOL		Procurement	340,000
	2.2.5 Effective technical advisory services and project implementation ³⁸	20,000	40,000	30,000	0	UNDP		Staff Personnel and Office costs	110,000

³⁷

Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

³⁸ International senior technical adviser to the project, project manager and project staff implementing the project.

	2.2.6 Direct Project Costs ³⁹	10,000	20,000	10,000	0	UNDP		Operational costs and Service Charges	40,000
	Sub-Total for Output 2.2	80,000	130,000	190,000	0				620,000
Output 2.3: Coordination and planning ability of the SIEC strengthened	2.3.1 Create an elections taskforce to discuss electoral related issues around voter registration	5,000	5,000	5,000	0	UNDP		Meeting costs	20,000
	2.3.2 Assist SIEC in donor coordination meetings , to harmonize multi-lateral and bi-lateral assistance to the electoral processes in the Solomon Islands	5,000	5,000	5,000	0	UNDP		Meeting costs	20,000
	2.3.3 Develop procedures through which results are transferred to SIEC so they can accurately record data from the election	0	10,000	10,000	0	UNDP		Consultant	30,000
	2.3.4 Develop a set of gender and PLWD operating procedures for the SIEC and SIEC Office, including an asset management plan	5,000	25,000	10,000	0	UNDP		Consultant	50,000
	2.3.5 Strengthen the coordination between different areas of the commission and secretariat including implementation of provincial workshops that takes HQ staff to the field	30,000	30,000	20,000	0	UNDP		Travel and DSA, workshops	120,000
	2.3.6 Effective technical advisory services and project implementation ⁴⁰	40,000	20,000	20,000		UNDP		Staff Personnel and Office costs	80,000

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Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

⁴⁰ International senior technical adviser to the project, project manager and project staff implementing the project.

	2.3.7 Direct Project Costs ⁴¹	5,000	5,000	5,000		UNDP		Operational costs and Service Charges	20,000
	Subtotal for Ouput 2.3	90,000	100,000	75,000					265,000
	Total for Output 2	630,000	700,000	475,000					1,805,000
	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	3.1.1 Assist the SIG in developing a long-term range of activities in line with the holistic civic education strategy adopted by SIEC in March 2016	20,000	50,000	5,000		UNDP		On demand technical advice and support	75,000
	3.1.2 Establishment of a data base of products, a media component and a method to work with local networks and grass roots capability	30,000	70,000	45,000		UNDP		Procurement, international and national consultant	145,000
	3.1.3 Develop framework for education and dissemination on the proposed political and electoral reforms, including round-tables and workshops at the provincial level.	20,000	35,000	75,000		UNDP		Workshops and trainings travel and DSA	130,000
	3.1.4 Update and maintain basic SIEC Website that is able to display election information and data, such as the name of candidates and elections results	15,000	15,000	10,000		UNDP		National consultant	40,000

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Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

	3.1.5 Develop 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	30,000	40,000	30,000	0	UNDP		IC, trainings	100,000
	3.1.6 Effective technical advisory services and project implementation ⁴²	50,000	50,000	40,000		UNDP		Staff Personnel and Office costs (space and stationaries)	140,000
	3.1.7 Direct Project Costs ⁴³	5,000	5,000	5,000		UNDP		DPC	15,000
	Sub-Total for Output 3.1	170,000	265,000	210,000					645,000
Output 3.2: Increased implementation of civic and voter education activities	3.2.1 As part of a framework for public outreach amplify the media component developed in Phase I	20,000	50,000	30,000	0	UNDP		Travel, programme support, contacts	100,000
	3.2.2 Monitor, evaluate and expand the implementation of the SECSIP Small Grants Program developed in Phase I	250,000	220,000	30,000		UNDP		Grants, IC, Travel	500,000

⁴² International senior technical adviser to the project, project manager and project staff implementing the project.

⁴³

Director Project Costs refer to cost recovery of implementation services and operational servies provided by UNDP as per the UNDP DPC policy.

	3.2.3 Leverage the success of training offered to civil society organisations in Phase I to conduct broader, provincial level training of civic and voter education facilitators, with focus on targeting and inclusion of women, youth and PLWD	20,000	50,000	30,000	0	UNDP		Training, travel, workshops	100,000
	3.2.4 Support the SIEC Communications and Awareness Team to expand its school elections project	10,000	10,000	10,000		UNDP		Technical support	30,000
	3.2.5 Effective technical advisory services and project implementation ⁴⁴	50,000	30,000	30,000		UNDP		Staff Personnel and Office costs	110,000
	3.2.6 Direct Project Costs ⁴⁵	5,000	5,000	5,000		UNDP		DPC	15,000
	Sub-Total for Output 3.2	355,000	365,000	135,000					855,000
	Total for Output 3	525,000	630,000	345,000					1,500,000
	Output 4: Electoral, legal and administrative reform supported to contribute to a stronger electoral commission and representative democracy								
Output 4.1: Strengthened capacity of the PPC, SIEC and other actors involved in the reform process	4.1.1 Legal capacity of the PPC strengthened through the recruitment of a national Legal Adviser	20,000	10,000	10,000		UNDP		International and national consultants, DSA and Travel	40,000

⁴⁴ International senior technical adviser to the project, project manager and project staff implementing the project.

⁴⁵ Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

	4.1.2 Further support to the drafting of the legislation as required	0	40,000	10,000		UNDP		Workshops, DSA and Travel, consultant	50,000
	4.1.3 Support and facilitate consultations on the reform package	20,000	20,000			UNDP		Training, curriculum development, workshops	40,000
	4.1.4 Support the function of the PPC	30,000	30,000	20,000		UNDP		Workshops, consultant	80,000
	4.1.5 Review the results verification and announcement procedures, and draft amendments or new procedures to enhance SIEC oversight and verification ability	0	30,000	20,000		UNDP		Workshops	50,000
	4.1.6 Develop structure and capacity in OSIEC to draft and assess electoral, administrative and legal reform	20,000	10,000	10,000		UNDP		Training, consultants	40,000
	4.1.7 Effective technical advisory services and project implementation ⁴⁶	40,000	40,000	36,000		UNDP		Staff Personnel and Office costs	116,000
	4.1.8 Direct Project Costs ⁴⁷	5,000	5,000	5,000		UNDP		DPC	15,000
	Total for Output 4	135,000	185,000	111,000					431,000
	Output 5: Increased capacity of communities to promote women's political participation								

⁴⁶ International senior technical adviser to the project, project manager and project staff implementing the project.

⁴⁷ Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

Output 5.1: Enhanced ability of women to act as community leaders and representatives	5.1.1 Establish of coordination mechanism for all actors working on women's political participation, and attempt to develop a common strategy and division of responsibilities	5,000	5,000	5,000		UNDP		Workshop, meetings	15,000
	5.1.2 Supported research at provincial level that highlights local challenges	20,000	20,000		0	UNDP		International and national consultants, travel and DSA	40,000
	5.1.3 Utilise research to develop and implement a locally-based targeted women's political participation strategy	0	70,000	40,000		UNDP		Trainings, travel and DSA	110,000
	5.1.4 Continue to support awareness raising activities that target youth and other sections of the community on women's leadership and involvement in political life.	50,000	70,000	30,000		UNDP		Trainings and workshops, advertising	150,000
	5.1.5 Effective technical advisory services and project implementation ⁴⁸	30,000	30,000	30,000		UNDP		Staff Personnel and Office costs	90,000
	5.1.6 Direct Project Costs ⁴⁹	5,000	5,000	5,000		UNDP		DPC	15,000
	Sub-Total for Output 5.1	110,000	200,000	110,000					420,000
	Total								

⁴⁸ International senior technical adviser to the project, project manager and project staff implementing the project.

⁴⁹ Director Project Costs refer to cost recovery of implementation services and operational services provided by UNDP as per the UNDP DPC policy.

Evaluation <i>(as relevant)</i>	Lessons learned and final project evaluation completed				30,000			International Consultant Travel and DSA	30,000
Toal Project Costs		1,800,000	2,375,000	1249000	30000				5,454,000
General Management Support	General Management Service (GMS) Fees	126000	178666 ⁵⁰	99920	2400				406986
TOTAL									5,860,986

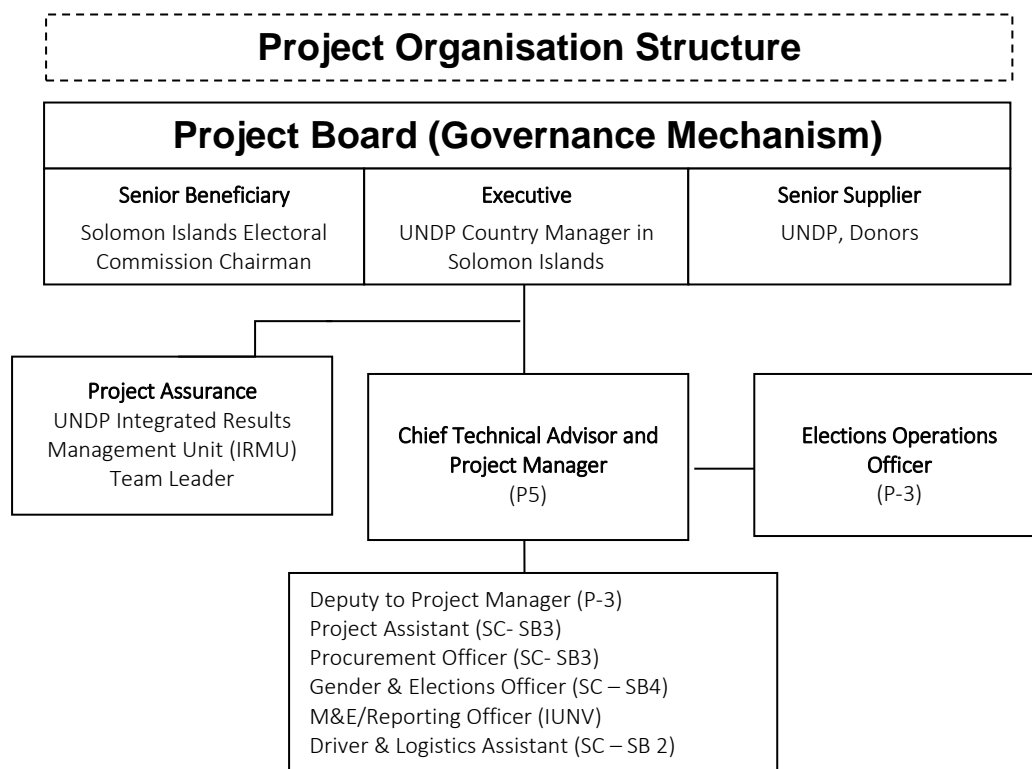
⁵⁰ GMS is 8. However the rate applied to funds rolled-over from SECSIP I (agreements signed prior to January 2015) is 7% (7% of 1,133,426 + 8% of 1,241,574)

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance of the project is expected to be undertaken by the Project Board which will convene at least twice a year and more frequently if decided so by the Board. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. In order to ensure accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with UNDP. In addition, the Project Board plays a critical role in UNDP-commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. The Terms of Reference for the Project Board are annexed. The Project Board structure is provided in the diagram below.

On a day-to-day basis, the Chief Technical Adviser (CTA) also carries out of the role of Project Manager and has the authority to run the project on behalf of UNDP with the constraints laid down by the Project Board and in accordance with the UNDP Programme and Operations Policies and Procedures (POPP). The Project Manager is responsible for the everyday management and decision-making of the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the Project Document to the required standard of quality and within the specified constraint of time and cost. UNDP appoints the Project Manager, who is different from the UNDP representative on the Project Board. It is envisaged to engage a Deputy Project Manager to strengthen the project administration and contribute to the overall project implementation related tasks. Project backstopping and quality assurance will be provided by the UNDP Solomon Islands Electoral Chief Technical Advisor, UNDP Asia-Pacific Electoral Advisor, UNDP Integrated Results Management Unit Team Leader (IRRM), UNDP Effective Governance Team Leader at the UNDP Pacific Office in Suva and Effective Governance Team Leader of the SOI. Additionally a dedicated Monitoring and Evaluation and Reporting Officer (UNV) will focus on the impact assessment of activities implemented directly by the project or in partnership with other entities to ensure their compliance with UNDP policies and international best practices. Additionally, taking into consideration the upcoming national general election and the request from the EMB seeking technical operational advice, it is expected to engage an Electoral Operations Officer..

The UN Focal Point, through the EAD, should be notified in a timely manner when project revisions or extensions that fall outside the parameters of the original needs assessment are envisioned. After consulting with the Resident Coordinator the Focal Point will determine whether a needs assessment is required and, if so, whether to send a needs assessment mission or do a desk review. The Focal Point may also determine that some changes or extensions are not significant enough to warrant a new assessment, in which case the project will simply be amended and implementation will continue. Project extensions of limited duration alone will not trigger a needs assessment.



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

Option b. Where the country has NOT signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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. To this end, 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.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁵¹.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option b. UNDP (DIM)

⁵¹ Use bracketed text only when IP is an NGO/IGO

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁵² [UNDP funds received pursuant to the Project Document]⁵³ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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. To this end, 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.

⁵² To be used where UNDP is the Implementing Partner

⁵³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁵⁴.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option d. UN Agency other than UNDP

1. [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁵⁵ [UNDP funds received pursuant to the Project Document]⁵⁶ 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

⁵⁴ Use bracketed text only when IP is an NGO/IGO

⁵⁵ To be used where UNDP is the Implementing Partner

⁵⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option e. Global and Regional Projects (under UNDP implementation/DIM)

1. 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.
2. 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. ANNEXES

1. **Project Quality Assurance Report (Minutes to be finalized and extracted by Jane)**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Project Board Terms of Reference and TORs of key management positions (CTA /Project Manager and Deputy Project Manager)**

Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL										
OVERALL PROJECT										
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○						
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.						
DECISION										
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 										
RATING CRITERIA										
STRATEGIC										
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. 				<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2"> Evidence Prodoc p 9-10 – states solution pathways (linear only) for the development challenges. </td> </tr> </table>	3	2	1		Evidence Prodoc p 9-10 – states solution pathways (linear only) for the development challenges.	
3	2									
1										
Evidence Prodoc p 9-10 – states solution pathways (linear only) for the development challenges.										
*Note: Management Action or strong management justification must be given for a score of 1										

<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work⁵⁷ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas⁵⁸; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (<i>all must be true to select this option</i>) • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (<i>both must be true to select this option</i>) • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> </table>	3	2
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1			
<p>Evidence</p> <p>Prodoc relevant area is inclusive and democratic governance,</p> <p>Evidence in the results framework (Output 2.1)</p>			
<p>RELEVANT</p>			
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>) • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>) • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>*Note: Management Action must be taken for a score of 1, or select not applicable.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> </table>	3	2
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<p>Evidence</p> <p>Key target groups identified in Section III Results and Partnerships, (outputs 1-5)</p>			

⁵⁷ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

⁵⁸ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td><td>2</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2"> Evidence Prodoc peer reviewed by Regional Technical Adviser. Backed by evidence from Needs Assessment Mission report and Mid-term Evaluation report. </td></tr> </table>	3	2	1		Evidence Prodoc peer reviewed by Regional Technical Adviser. Backed by evidence from Needs Assessment Mission report and Mid-term Evaluation report.	
3	2						
1							
Evidence Prodoc peer reviewed by Regional Technical Adviser. Backed by evidence from Needs Assessment Mission report and Mid-term Evaluation report.							
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td><td>2</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2"> Evidence No specific gender analysis was done, but it has outlined some specific activities to address gender inequalities, to empower women's participation in voting and election candidacy. Prodoc also highlight co-operation with other actors working with gender and youths. </td></tr> </table>	3	2	1		Evidence No specific gender analysis was done, but it has outlined some specific activities to address gender inequalities, to empower women's participation in voting and election candidacy. Prodoc also highlight co-operation with other actors working with gender and youths.	
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Evidence No specific gender analysis was done, but it has outlined some specific activities to address gender inequalities, to empower women's participation in voting and election candidacy. Prodoc also highlight co-operation with other actors working with gender and youths.							
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td><td>2</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2"> Evidence Prodoc Is clear in UNDP's mandate and global and regional activities. </td></tr> </table>	3	2	1		Evidence Prodoc Is clear in UNDP's mandate and global and regional activities.	
3	2						
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Evidence Prodoc Is clear in UNDP's mandate and global and regional activities.							

SOCIAL & ENVIRONMENTAL STANDARDS		
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>Project is to provide technical support for the realization of fundamental human rights suffrage by assisting national authorities in the management and implementation of activities during the full electoral cycle.</p>	
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>Prodoc Section on Multi-year workplan (output 2.2)</p>	
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
	<p>Refer attached annex on SESP</p>	

MANAGEMENT & MONITORING		
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	Evidence Prodoc pp. 25-28	
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3)	No (1)
	Prodoc has an M&E Plan though not costed.	
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	Evidence Prodoc Governance & Management Arrangements are defined, p. 42-43, and TORs in Annexes.	
13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	3	2
	1	
	Evidence Prodoc Annex on Risk Log assessment.	

EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3)	No (1)
	Prodoc Section IV, Cost Efficiency and Effectiveness, p. 13.	
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3)	No (1)
	Partnership Section p. 23; and reference to other related initiatives example on women's political participation.	
16. Is the budget justified and supported with valid estimates? • <u>3</u> : The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • <u>2</u> : The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • <u>1</u> : The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	3	2
	1	
	Evidence Project budget costed at activity level and full Multi-Year Work Plan provided pp. 31-41.	
17. Is the Country Office fully recovering the costs involved with project implementation? • <u>3</u> : The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • <u>2</u> : The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • <u>1</u> : The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.	3	2
	1	
	Evidence The project budget covers all DPC for implementation n.	
*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.		

EFFECTIVE		
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	Evidence Since phase I was DIM and has worked well, phase II was also DIM to ensure continuity at project level.	
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	3	2
	1	
	Evidence Included positive comments from stakeholders and EHAD on integration of gender and PLWD across the prodoc.	
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes (3)	No (1)
	Findings of SECSIP I evaluation report was incorporated in in the prodoc.	
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. <p><i>*Note: Management Action or strong management justification must be given for a score of "no"</i></p>	Yes (3)	No (1)
	Evidence Project is GEN2 and also gender targets in the prodoc (expected Results pp.11-23).	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity level</i> to ensure outputs are delivered on time and within the allotted resources. 2: The project has a work plan & budget covering the duration of the project at the output level. 1: The project does not yet have a work plan & budget covering the duration of the project. 	3	2
	1	
	Evidence Multi-Year Work Plan, pp. 31-41.	

SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	Evidence During consultation in 2016, roundtable discussions in May 2017 and LPAC meeting on June 22 nd June 2017.	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3	2.5
	2	1.5
	1	
	Evidence 2016 capacity assessment Assessments conducted by UNDP which fed into the project strategy and outputs.	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	Yes (3)	No (1)
	N/A since DIM modality	
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)
	Reference was made to exit or phased out strategy, p. 13.	

Annex 2: Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Strengthening the Electoral Cycle in Solomon Islands Project Phase II
2. Project Number (ID)	00103473
3. Location (Global/Region/Country)	Solomon Islands

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

Building on the work of the current Strengthening the Electoral Cycle in the Solomon Islands Phase I, the project is designed to support the sustainability of the electoral processes in Solomon Islands. The implementation of the key outputs of the project will create greater opportunities for citizens and voters to improve their knowledge and understanding of their human rights and freedom to vote and elect their political representatives. The civic education component will also provide better understanding and realization of human rights standards and commitments, as well as a clear understanding of individual voter's roles and responsibilities., as well as addressing inequalities. Furthermore, the project will also enable marginalized individuals and groups (youth and people living with disabilities) to participate and achieve their right of political participation during the elections.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project design includes specific entry points for support to improved equity and meaningful participation of women in the electoral process. Also, building on from the current Strengthening the Electoral Cycle in the Solomon Islands Phase I activities, the project will develop a locally-based targeted women's political participation strategy and increased awareness raising targeting youth and the broader community on women's leadership and involvement in political life. Through the legislative and administrative reform activities, the project will facilitate a reform package that will accommodate representation of women in Parliament. To the extent

possible the project will incorporate gender-disaggregated data and gender statistics, as well as specific, measurable indicators related to gender equality and empowerment, with the Results Framework including outputs and indicators to address gender inequality. Gender is effectively mainstreamed and all project outputs have gender equality as a significant objective (gender marker GEN2).

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

The project does not have any direct negative environmental effects. The project support to Solomon Islands Electoral Commission and the Electoral Office will be offering capacity building, civic education trainings and technical assistance, ensuring that the SDGs and development issues are mainstreamed across the project work, including gender mainstreaming, reducing inequality, and enhancing electoral inclusiveness. At the same time, the project will be also promoting the importance of inclusive and effective governance for all, which enhances equitable and sustainable economic growth for Solomon Islands.

Part B. Identifying and Managing Social and Environmental Risks

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

Risk 3: no risks identified	I = P =			
Risk 4: no risks identified	I = P =			
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)		Comments	
	Low Risk	<input checked="" type="checkbox"/>		
	Moderate Risk	<input type="checkbox"/>		
	High Risk	<input type="checkbox"/>		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply		Comments	
	Principle 1: Human Rights	<input type="checkbox"/>		
	Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>		
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>		
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>		
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>		
	4. Cultural Heritage	<input type="checkbox"/>		
	5. Displacement and Resettlement	<input type="checkbox"/>		
	6. Indigenous Peoples	<input type="checkbox"/>		
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>		

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	no
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁵⁹	no
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	no
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	no
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	no
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	no
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	no
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	no
Principle 2: Gender Equality and Women's Empowerment	

⁵⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

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

1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	no
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	no
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	no
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	no
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	no
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	no
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁶⁰ greenhouse gas emissions or may exacerbate climate change?	no
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	no
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	no

⁶⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	no
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	no
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	no
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	no
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	no
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	no
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	no
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	no
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	no
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or	no

other purposes?	
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	no
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	no
5.3 Is there a risk that the Project would lead to forced evictions? ⁶¹	no
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	no
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	no
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	no
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	no
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and	no

⁶¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	traditional livelihoods of the indigenous peoples concerned?	
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	no
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	no
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	no
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	no
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	no
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	no
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	no
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	no
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	no
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	no

Annex 3: Risk Analysis (to be monitored and updated throughout the project period)

#	Description	Type	Impact & Probability	Countermeasures / Mngt response
1	Political and organisational environment impacts on project implementation through events, such as political tension, suspension of elections.	Political Organisational	Probability - 2 Impact - 4	Build trust through continuous dialogue with SI Electoral Commission, in order to retain flexibility, strong stakeholder ownership, accountability through oversight by the Project Board. Build formal and informal networks with a broad spectrum of champions across and within project stakeholders and NGOs.
2	Engagement of stakeholders by the Electoral Commission is not as extensive as originally envisaged	Political Organizational	Probability - 2 Impact - 4	During its phase I, the project support has been essential to the actions carried out for consultation (Regional Conferences, Dialogues on Election System and Provincial Tours). Prospective legal reforms require a wide and inclusive consultation process to raise awareness on legal changes. Phase II envisages key activities to enhance engagement of relevant stakeholders (public, government ministries, donors and CSOs) to continue building collaboration mechanisms with governmental and civil society with a view to have ample participation and awareness on key reform aspects.
3	The amendments of the Electoral Legal Framework are passed by Parliament close to the election. SIEC capacity and resources to adopt the necessary measures may fall short due to resource constraints in a timely fashion	Political Organizational Strategic	Probability -2 Impact 3	The project should have adequate capacity to react and mitigate/manage the situation including through the coordinated actions of multilateral and bilateral for support and technical advice of OSIEC staff
4	Capacity constraints in key institutions: SIEC, and OEC in the Ministry of Home Affairs to implement	Operational Organisational	Probability - 2 Impact - 2	Careful and pragmatic prioritisation, planning and sequencing of project activities together with stakeholders to achieve that: project activities are reflected in stakeholders annual plans, that updates to the Project Board on potential challenges and mitigation strategies are identified early, that change leaders are identified early,

	and participate in project activities			<p>and over ambitious scheduling is avoided.</p> <p>Ensure that the pace of implementation is appropriate to avoid 'project fatigue' and matches the absorptive capacity.</p> <p>Ensure the scope of activities and terms of references are endorsed by stakeholders.</p>
5	Voter registration update does not enfranchise all eligible citizens or the data is lost/impaired	Political	Probability 2 Impact 4	<p>The roll has not been updated since 2014. Citizens who have turned out 18 (an important segment of the voting population) need to be included</p> <p>Those who have deceased have to be deleted from the roll.</p> <p>SECSIP Phase II will endeavour to support SIEC in its awareness and outreach efforts targeting key segments of the population to encourage new entries in the roll with a view to ensure an inclusive and reliable roll</p>
6	Change in priority areas for stakeholders resulting in lack of priority to implement project activities.	Political Organisational Strategic	Probability - 2 Impact - 2	<p>With the Project Board ongoing review on Project Theory of Change and adjustments if feasible. Some flexibility in project design, for example in selection of training and workshop topics.</p> <p>Avoid abrupt and unilateral changes adopting a more measured and inclusive response. Identify priorities through inclusive annual planning processes along with long term guide points.</p>
7	Reduction in ownership and engagement by stakeholders and project results in delays or halt to project implementation.	Political Strategic	Probability - 2 Impact - 3	<p>Appropriate project management arrangements established and maintained to ensure stakeholder understanding of project management tools, including annual work planning processes, corporate procurement practices and timelines.</p> <p>Ensure the project is fully staffed and supporting project teams provide effective and timely services.</p> <p>Active Project Board monitoring and oversight is taking place.</p>
8	Natural disasters that impact directly on stakeholder priorities and ability to implement and participate in activities under the project.	Environmental	Probability - 2 Impact - 2	<p>Ensure flexible schedule for activity implementation to minimise potential impact on outputs and ensure sequenced and timely implementation of project activities, with adjustments made where necessary.</p>
9	Project funds not fully mobilised or expended.	Operational Financial Organizational	Probability - 1 Impact - 3	<p>Application of monitoring and evaluation processes combined with Project Board oversight and monitoring. Prioritization of activities within the AWP.</p>

Annex 4: Project Board Terms of Reference and TORs of key management positions (CTA and Deputy Project Manager)



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

Chief Technical Adviser, Strengthening the Electoral Cycle in the Solomon Islands Project

I. Position Information

Job Code Title: Chief Technical Advisor
Position Number:
Department: Governance Unit
Duty Station: Honiara, Solomon Islands
Duration: One year with possibility of extension
Category: Rotational
Position Status: Project Funded Post

Current Grade:
Proposed Grade: P5
Approved Grade:
Position Classified by:
Classification Approved by:

II. Organizational Context

UNDP electoral assistance is provided throughout the entire electoral cycle (pre-election; elections/polling and post-election) and designed to support the Electoral Management Bodies in their core mandate, conducting inclusive and credible electoral processes.

In Solomon Islands, the “Strengthening the Electoral Cycle in the Solomon Islands Project” (SECSIP) commenced its operations in 2013. SECSIP Phase I was expected to end in December 2015. Upon the request made by the Solomon Islands authorities to the UN to continue providing electoral assistance beyond 2015 a Needs Assessment Mission (NAM) was deployed in September 2015. The NAM noted the strong wish from both national and international interlocutors for the UN to continue providing assistance to the electoral process in the Solomon Islands and recommended to continue supporting all areas requested by the national authorities, i.e. technical assistance to the SIEC, voter registration, voter awareness, electoral reform, gender mainstreaming. The report prepared by the NAM was approved in November 2015 by the Under Secretary General for Political Affairs and UN Focal Point for Electoral Assistance. The NAM recommended that the parameters of assistance should be in place for the period to cover the next general elections and to remain to complete post-electoral activities

Accordingly, SECSIP (Phase I) was extended for a transitional period up to June 2017 and a new Project Document was designed in July 2017 defining the framework of the electoral assistance for the period July 2017 to December 2020.

SECSIP Phase II seeks to build on the results it achieved in its Phase I which include:

- **Improved voter registration that covered 85% of the population and removing 160,000 ineligible names of the roll**
- **Voter turn-out of 90% for the 2014 National General Election**
- **Supporting SIEC to successfully deliver the 2014 elections including through:**

- **Procurement support**
- **Development and roll out of electoral official training curriculum**
- **Systemization and documentation of training manuals and materials**

During the pre-electoral phase, SECSIP Phase II will support voter awareness targeted campaigns and increase its focus on gender mainstreaming across all aspects of the electoral cycle. It will continue to promote national ownership and sustainability and to promote SIEC's outreach through strategic alliances with national governmental and non-governmental entities. Where possible support will be channelled through SIEC's strategic plan. It will increase its focus in developing local capacity to deliver elections alongside engaging in the reform process with an aim of seeing national institutions in the lead.

Phase II will cover the next General Elections and so a significant support will be provided to this event. Where possible this will dovetail with longer-term capacity and institution building initiatives, but strategically a selection of activities across all outputs will focus on supporting credible elections in 2019.

The project also aims to develop synergies and partnership with a range of national partners to ensure that the enabling environment is also supported, with a view to elections contributing to broader development.

III. Duties and Responsibilities

Under the overall guidance and in coordination with the UNDP in the Solomon Islands, the Office of the Solomon Islands Electoral Commission and the Ministry of Home Affairs, the Chief Technical Advisor (CTA) will implement the project's activities and ensure that project objectives are reached as set out in the project document. The CTA will report directly to the UNDP Country Manager and be responsible to advisory and technical support to the SIEC and UNDP. The CTA will also serve as a principle project manager of the SECSIP II although day to day project management tasks will be led by the Deputy Project Manager (P3) who reports to the CTA.

The CTA will be responsible for the oversight of the overall management and administration of the project in close consultation with the Chief Electoral Officer and the Elections Operations Officer, with support from Deputy Project Manager and will have the following responsibilities under the guidance of the project board:

1. *In close consultation with the Chief Electoral Officer, provide high level lead and senior technical advice in all Electoral matters.*
2. *In close consultation with the Chief Electoral Officer, provide the project team with technical lead and senior level advice for project planning, management and implementation.*
3. *In close consultation with the Chief Electoral Officer, provide technical lead and senior level advice on policy dialogue and advocacy, and support coordination amongst key stakeholders.*
4. *In close consultation with the Chief Electoral Officer, provide technical lead and senior level advice regarding capacity building and capacity development.*

The CTA's tasks will entail support to formulation, implementation issues, evaluations and lessons learned exercises. The lessons learned in this project will feed into the implementation of the electoral assistance project.

The incumbent will assist OSIEC through an electoral cycle approach with a particular focus on capacity and organizational development. S/he will assist the OSIEC in coordinating with the donor community and other stakeholders (civil society organizations, media sources, political parties and international partners).

Specific Duties/Deliverables

1. Provide high level lead and senior technical advice in all Electoral matters

- Lead the strategic planning, formulation and monitoring of programmatic issues and is the key senior policy advisor to the OSIEC, based on specialized mapping and knowledge accumulation in all Electoral matters including voter registration and conduct of elections.
- Provide political, institutional and policy advice on all aspects of electoral capacity building, administration and management of the OSIEC in close consultation with the Chief Electoral Officer.
- Identify programme development challenges and highlights key election issues and provides policy advice based on best global experiences and practices.
- Provide substantial advice in formulating policy options for OSIEC on electoral issues.

2. Provide technical lead and senior level advise for project planning, management and implementation

- Ensure soundness in the design, organization and implementation of agreed activities, including by preparing and/or reviewing ToR for specific activities and assisting in the identification of short-term experts on specific subject areas.
- In coordination with OSIEC provide direct guidance to national and international technical staff working with the project;
- Ensure the overall relevance, and performance of the project, the effective realization and quality of outputs, and adherence to applicable UNDP and SIG standards, rules and regulations;
- Promote gender equality and women's political participation in the electoral process;
- Ensure gender mainstreaming within the project, OSIEC and other project partners;
- Ensure strong partnerships and coordination between the project, ESSP advisors, OSIEC, Ministry of Home Affairs, donors, and other stakeholders, by facilitating communication and exchange of lessons learned and good practices;
- Provide technical advice to the project in developing baselines and indicators for project monitoring and evaluation, as well as in preparing project reports focused on capturing results, lessons learned and good practices for possible wider application;
- Exercise overall responsibility for planning, implementation, management, monitoring and coordination aspects of the project operations and personnel;
- In close consultation with the Chief Electoral Officer, ensure the efficient functioning of the project office within the framework of the OSIEC;
- Coordinate with Electoral Assistance Division, UNDP Regional Centre for Asia-and the Pacific (APRC) and other UN agencies providing Electoral assistance;
- Coordinate with other international organizations that provide support to the electoral process.;
- Manage the activities of the project team, as well as local and international experts;
- Manage UNDP support and advise the OSIEC in all areas of election preparations;
- Ensure timely production and submission of progress reports to UNDP and donors;
- Support coordination of all electoral support activities through regular contacts and briefings with the donor(s), project support and assurance structures;
- Organize the Project Board Meeting , project review and/or evaluation meetings;
- Follow-up on the implementation of Project Board decisions and recommendation;
- Ensure effective team work and information sharing within the project team through regular management meetings and also within the OSIEC;
- Perform other duties as required.

3. Provide technical lead and senior level advice on policy dialogue and advocacy, as well as coordination

- Serve as an advocate for UN core values and UNDP's policies on democratic governance in the dialogue with the OSIEC and facilitate the practical implementation of this dialogue through the project activities;
- Provide substantive inputs to the preparation of OSIEC, Government and UNDP policy notes, and statements for important events.
- Lead weekly project coordination meetings as well as frequent coordination meetings involving ESSP advisors, OSIEC colleagues and all SECSIP national and international advisors and experts for coordination;
- Support UN/UNDP in facilitating donor coordination in the areas of governance and election support.

4. Provide technical lead and senior level advice regarding capacity building Capacity Development

- Identify priorities and capacity development needs in the design of the multi-year (2012-2015) technical assistance project, quarterly work plans, and establish a timely and participatory work planning process;
- Provide technical advice to enhance the capacity of the OSIEC;
- Provide technical support and technical expertise to the Chief Electoral Officer and the OSIEC to develop capacity with regard to the holding of credible, transparent and inclusive elections, including the development of appropriate materials and training programs for officers and staff and ensure the institutionalization of the capacity being developed.

IV. Impact of Results

The overall impact will be (i) strengthened capacity of SIEC and OSIEC to function as a permanent, independent, credible and professional institutions of governance; (ii) enhanced professional capacities of its officials at central and district levels; (iii) enhanced sustainability of the voter registration system to strengthen the inclusiveness and integrity of the electoral cycle; (iv) improved administrative capacity of the National authorities (SIEC, SIECO, MHA) to effectively and efficiently manage the electoral cycle; v) support the Electoral, legal and administrative reform to enhance a stronger electoral commission and representative democracy; vi) : Increased implementation of civic and voter education activities and civic education both at national and provincial levels; vii) : Increased capacity of communities to promote women's political participation.

V. Competencies

Corporate Competencies:

- Demonstrates high moral integrity by modeling the UN's values and ethical standards, sound political judgment, as diplomacy, impartially and discretion and proved capacity of initiative, leadership and autonomy.
- Promotes the vision, mission, and strategic, goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitively and adaptability.
- Treats all people fairly without favoritism.

Functional Competencies:

Strategic Policy Direction

- Be able to lead the strategic planning, formulation and monitoring of programmatic issues and is the key senior policy advisor to the OSIEC, based on specialized mapping and knowledge accumulation in the subject areas
- Capacity to provide political, institutional and policy advice on all aspects of electoral capacity building, administration and management of the OSIEC in close consultation with the Chief Electoral Officer.

- Ability to identify programme development challenges and highlights key election issues and provides policy advice based on best global experiences and practices.
- Demonstrates capacity to provide substantial advice in formulating policy options for OSIEC on electoral issues.

Programme Support

- To be able to advise OSIEC leadership on strategies in preparing a long-term capacity building strategy for the institution.
- To be able to provide advice and recommendations to the UNDP Country Office on how UNDP can further strengthen and support the OSIEC
- To be able to guide and advise, in close consultation with the Chief Electoral Officer, the Project team in preparation of the project activities and budgets of the project.

Management

- Demonstrates proven team-working skills, specific experience of mentoring colleagues and of other aspects of capacity development.
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback.
- Effective communication skills and ability to establish good working relationships with national and local authorities, and donor partners.
- Demonstrates openness to change and ability to manage complexities.
- Remains calm, in control and good humored even under pressure.
- Ability to work and act under pressure and with discretion in a politically sensitive environment, with a minimum of comfort.
- Proven negotiation, analytical, networking and organizational skills.

Development and Operational Effectiveness

- Demonstrates capacity to plan, prioritize and deliver tasks on time to meet goals in a highly pressured environment and to support other colleagues in achieving similar goals.
- Demonstrates capacity to respond flexible and positively to change through active involvement and generation of innovative, practical solutions to challenging situations.
- Ability to facilitate strategic planning, results-based management and reporting.
- Ability to facilitate implementation, monitoring and evaluation of project interventions as well as resource mobilization in close consultation with local counterparts and transferring knowledge, particularly to the Chief Electoral Officer.

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example: Excellent knowledge of capacity building theory and the application of methodology: good understanding of capacity assessment methodologies;
- Excellent ability to identify significant capacity building opportunities, ability to get capacity built, excellent ability to demonstrate national capacities built (mastery of the tools and their application);
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills;
- Display understanding of the relevant contemporary ICT tools and continuously act towards personal capacity building;
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, particularly the Chief Electoral Officer and OSIEC; Respectful and helpful relations with all UN/UNDP staff.

Communications and Networking

- Has excellent oral communication skills in English and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
- Has excellent written communication skills in English, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

VI. Recruitment Qualifications

Education:	Advanced University Degree (Masters or equivalent) in Law, Political Sciences, International Relations, Management or a related field. Post graduations, Specific study and publications in governance and electoral matters are an asset.
Experience:	<p>At least ten years of progressive experience in election field, preferably in a post-conflict environment, in the area of electoral reform and capacity development of democratic institutions.</p> <p>Extensive experience working within a Government Electoral Institution at a senior or high level</p> <p>Past experience in working with the UN – and UNDP in particular – would be preferable. Knowledge of UNDP electoral assistance procedures and best practice and past experience from the Pacific region would also be an asset.</p> <p>Experience in working, liaising and collaborating with election officials, governments' representatives, civil society organizations, and public international organizations.</p> <p>Experience in donor coordination, donor-government relations and managing a multi-donor basket fund is an asset;</p> <p>Computer proficiency, including working knowledge of MS Office products (Word, Excel, PowerPoint), Front Page, Adobe In-Design; web-based management systems;</p>
Language requirements:	Demonstrated analytical skills and fluency in English with excellent verbal and drafting skills.



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information	
<p>Job Code Title: Deputy Project Manager, Strengthening the Electoral Cycle in the Solomon Islands</p> <p>Position Number:</p> <p>Department:</p> <p>Reports to: UNDP/SIEC</p> <p>Reports:</p> <p>Position Status:</p>	<p>Current Grade: P3</p> <p>Approved Grade:</p> <p>Position Classified by:</p> <p>Classification Approved by:</p>

II. ORGANIZATIONAL CONTEXT
<p>BACKGROUND</p> <p>UNDP electoral assistance is provided throughout the entire electoral cycle (pre-election; elections/polling and post-election) and designed to support the Electoral Management Bodies in their core mandate, conducting inclusive and credible electoral processes.</p> <p>In Solomon Islands, the “Strengthening the Electoral Cycle in the Solomon Islands Project” (SECSIP) commenced its operations in 2013. SECSIP Phase I was expected to end in December 2015. Upon the request made by the Solomon Islands authorities to the UN to continue providing electoral assistance beyond 2015 a Needs Assessment Mission (NAM) was deployed in September 2015. The NAM noted the strong wish from both national and international interlocutors for the UN to continue providing assistance to the electoral process in the Solomon Islands and recommended to continue supporting all areas requested by the national authorities, i.e. technical assistance to the SIEC, voter registration, electoral reform, voter awareness, gender mainstreaming. The report prepared by the NAM was approved in November 2015 by the Under-Secretary General for Political Affairs and UN Focal Point for Electoral Assistance. The NAM recommended that the parameters of assistance should be in place for the period to cover the next general elections and to remain to complete post-electoral activities</p> <p>Accordingly, SECSIP (Phase I) was extended for a transitional period up to June 2017 and a new Project Document was signed in June 2017 defining the framework of the electoral assistance for the period June 2017 to December 2019.</p> <p>SECSIP Phase II seeks to build on the results it achieved in its Phase I which include:</p> <ul style="list-style-type: none"> - Improved voter registration that covered 85% of the population and removing 160,000 ineligible names of the roll - Voter turn-out of 90% for the 2014 National General Election - Supporting SIEC to successfully deliver the 2014 elections including through:

- Procurement support
- Development and roll out of electoral official training curriculum
- Systemization and documentation of training manuals and materials

During the pre-electoral phase, SECSIP Phase II will support voter awareness targeted campaigns and increase its focus on gender mainstreaming across all aspects of the electoral cycle. It will continue to promote national ownership and sustainability and to promote SIEC's outreach through strategic alliances with national governmental and non-governmental entities. Where possible support will be channelled through SIEC's strategic plan. It will increase its focus in developing local capacity to deliver elections alongside engaging in the reform process with an aim of seeing national institutions in the lead.

Phase II will cover the next General Elections and so a significant support will be provided to this event. Where possible this will dovetail with longer-term capacity and institution building initiatives, but strategically a selection of activities across all outputs will focus on supporting credible elections in 2019.

III. FUNCTIONS / KEY RESULTS EXPECTED

The Deputy Project Manager will work under the supervision of SECSIP CTA and Project Manager and work closely with the other members of the project team (including Procurement Officer, Project Assistant, M&E Officer, Gender & Elections and project consultants), and the UNDP Solomon Islands Operations Manager, UNDP Effective Governance unit in providing to notch guidance to project operation, planning and implementation. S/He will be responsible for ensuring enhanced progress towards the overall realization of the objectives of the project. S(He) will ensure day to day operation of the project including timely submission of all requests for processing as outlined in the planning documents of the project, as well as the monitoring and reporting requirements of the project.

Under the general guidance of SECSIP CTA/Project Manager, the Deputy Project Manager duties will include

1. Management:

Provide support to the Project Manager/CTA in effective management and implementation of all project activities.

Analyze and identify any issue that requires attention by the Project Manager/CTA and UNDP country Office, and prepare succinct reports for discussion.

- Maintain close cooperation with the Solomon Islands Electoral Commission (SIEC), the Political Parties Commission, national and international advisers, other partners and donors in implementation of the programme activities
- Advice and support Project Manager/CTA on liaising with SIEC, PPC, Government and national stakeholders.
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation and management.
- Ensure full compliance of operations with UN/UNDP rules, regulations and policies, implementation of operational strategies, including timely preparation and follow up on the project procurement plan, and the cost recovery in close consultation with the UNDP

operations manager.

- Ensure full compliance of results reporting and quality assurance, establishment of management targets and monitoring of results, including the design and implementation of the project monitoring plan, evaluation plan, preparation of evaluation management response, addressing shortcomings identified in the quality assessment
- Specific tasks in connection with project administration:
 1. Working with the CTA and Project Manager, ensure the timely and efficient delivery of project outputs and products leading to the achievement of expected results;
 2. Working within the Annual workplan agreed to with the national counterparts, prepare specific work-plans reflecting the scope of activities, timing, sequencing, cost and other inputs for the implementation of these particular project activities, in a timely and cost effective manner. Ensure all actions are launched as per the plans;
 3. Working with *M&E officer*, track implementation of the project work plan (*and share a bi-weekly progress update*) according to indicators for achieving planned results, as well as for the overall management of the project, in adherence to prevailing UNDP rules, regulations and procedures. Maintain an analysis that includes expenditures against activities in this regard;
 4. Support the CTA/Project Manager on the weekly project team meetings to ensure effective information sharing and coordination within the team and support preparation of minutes and follow up;
 5. Prepare terms of reference for all required technical assistance to the project whether international and national expertise as well as service providers, submitted for action, at least 7 working days in advance of provision of the goods and/or services;
 6. Working with *Project Assistant and UNDP Finance Unit*, prepare financial reports to contribute to efficient management of the project resources, including budgeting and budget revisions, as well as expenditure tracking and reporting;
 7. Working with *the M&E officer* ensure continuous recording and up to date maintenance of relevant project activities, issues, risks, and monitoring milestones in the UNDP Atlas Project Management Module;
 8. Provide periodic training and any mentoring to PMU staff on project management in general, as may be necessary for effective execution of their functions;

IV. IMPACT OF RESULTS

The key results have an impact on the overall effectiveness and success of UNDP's interventions and activities in achieving the country's development. Timely project delivery and accurate data record have an impact on the quality and accountability of the UNDP project. A client-oriented and efficient approach impacts on the image of UNDP in the country.

V. COMPETENCIES AND CRITICAL SUCCESS FACTORS

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Exerts strict adherence to corporate rules, regulations and procedures. Familiarity with the internal control framework and results-based management tools is a must;
- Ensures that the project is consistent with UN/UNDP values;
- Treats peers fairly by maintaining consistent values inspiring trust and confidence through personal credibility
- Accepts responsibility and accountability for the quality of the outcome of his/her decisions
- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of the project.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and without favoritism

Functional Competencies:

Job Knowledge/Technical Expertise / In-depth knowledge of the Subject-matter

- Theoretical and practical knowledge of elections management, democratic governance, human rights and project management;
- Strong understanding of dynamics in government, civil society and the donor community in developing countries;
- Shares knowledge with staff;
- Seek new and improved methods and systems for accomplishing the work of the SECSIP team;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments;

Knowledge Management and Learning

- Focuses on tasks/activities which have a strategic impact on project and capacity development activities
- Promotes a supportive environment to enhance partnerships, leverages resources and build support for UNDP's strategic initiatives
- Collaborates with partners and team to create and apply knowledge and concepts that will help partners achieve UNDP's development objectives within the country and regional context
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Demonstrated strong analytical and drafting skills;
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of interventions, managing data, reporting;
- Ability to provide input to business processes, re-engineering, implementation of new system, including new IT based systems;
- Ability to engage with various partners and stakeholders at different levels, to establish and maintain contacts with senior-level officials of the host government and represent UNDP in national and regional for a;
- Capacity to implement the strategic vision and project goals as laid down in the Project Document;
- Proven performance in organizing and coordinating major initiatives, events or challenging inter-organizational activities;

Adapts flexibly to changing situations, overcomes obstacles and recovers quickly from set-backs;

VI. RECRUITMENT QUALIFICATIONS

Education:	<ul style="list-style-type: none"> • The minimum requirement is a post-graduate qualification (at least a Master's degree) in any of the following areas: political science, social science, international relations, business and finance, public administration, development economics or administration;
Experience:	<ul style="list-style-type: none"> • At least five years of experience working in project management and finance including familiarity in practical application or RBM philosophies as well as training in PRINCE2 project management methodology; knowledge of UNDP financial and operation rules and regulations and ATLAS is a strong asset; • Working knowledge and experience in electoral assistance projects (design, management and operations) is a requirement; experience in the design and implementation of actions for the promotion of the advancement of women, people living with disabilities (PLWD) is considered an asset; • Experience working with Senior Government Officials, international partners and advisers is desirable, • Demonstrated initiative, problem solving skills and focus on outcomes; • Ability to meet deadlines; • Strong oral and written communication skills in English;
Language Requirements:	<ul style="list-style-type: none"> • Excellent working knowledge of English. Familiarity and knowledge of Melanesia and their languages would be an advantage; • Fluency in the national pidgin is an advantage

VII. Signatures- Job Description Certification

Incumbent *(if applicable)*

Name	Signature	Date
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Supervisor

Name	Signature	Date
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Chief Division/Section

Name	Signature	Date
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