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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX IV

of the Commission Implementing Decision on the financing of the annual action plan
in favour of the Pacific region for 2022

Action Document for Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) Phase III

ANNUAL PLAN

This document constitutes an annual work programme in the sense of Article 110(2) of the Financial Regulation, and an action plan in the sense of Article 23(2) of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) Phase III OPSYS number: ACT-60623 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	Yes. This action will contribute to the TEI “Green-Blue Alliance for the Pacific and Timor-Leste”.
3. Zone benefiting from the action	The action shall be carried out in Solomon Islands.
4. Programming document	Pacific Multi-Country Multi-Annual Indicative Programme 2021-2027 ¹
5. Link with relevant MIP(s) objectives / expected results	Priority area 3 ‘Fundamental Values, Human Development, Peace and Security’ of the Pacific Multi-country MIP 2021-2027.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	OECD gender marker G1; DAC 151 - Government & Civil Society-general
7. Sustainable Development Goals (SDGs)	Main SDG: 16 ‘Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels’ Other significant SDGs: 10 ‘Reduce inequality within and among countries’ and 5 ‘Achieve gender equality and empower all women and girls’
8 a) DAC code(s)	15150 – Democratic participation and civil society

¹ Commission Implementing Regulation of 14.12.2021 – C(2021) 9052 final.

	15151 – Elections 15170 – Women's rights organisations and movements, and government institutions			
8 b) Main Delivery Channel	United Nations Development Programme (UNDP) – 41114			
9. Involvement of multilateral partners	No			
10. Targets	This action is contributing to <input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
11. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity		<input type="checkbox"/>	<input type="checkbox"/>
	digital governance		<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital entrepreneurship		<input type="checkbox"/>	<input type="checkbox"/>
	digital skills/literacy		<input type="checkbox"/>	<input type="checkbox"/>
	digital services		<input type="checkbox"/>	<input type="checkbox"/>
	Connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	transport		<input type="checkbox"/>	<input type="checkbox"/>

	people2people energy digital connectivity		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
13. Amounts concerned	Budget line(s) (article, item): BGUE-B2022-14.020132-C1-INTPA Total estimated cost: EUR 9,028,285 Total amount of EU budget contribution EUR 5,500,000 This action is co-financed in joint co-financing by: <ul style="list-style-type: none"> • The Australian Government for an amount of EUR 3,394,122; • United Nations Development Programme for an amount of EUR 134,163 (yet to be confirmed). 			
MANAGEMENT AND IMPLEMENTATION				
14. Type of financing	Indirect management with the entity(ies) selected in accordance with the criteria set out in section 4.3.1			

1.2 Summary of the Action

Building on the work of SECSIP Phase I (2013-2016) and Phase II (2017-2020), the proposed action complements the EU's previous support to the Solomon Islands to sustainably strengthen the capacities of key electoral institutions to deliver credible elections. More specifically, the action aims at supporting the Solomon Islands Electoral Commission (SIEC, the authority comprised of appointed Election Commissioners) and the Electoral Office (EO, the administrative body responsible for managing electoral activities) to deliver the next electoral cycle events. The latter now include, in addition to national elections, also provincial and local (Honiara City Council) elections. The action also aims to support longer-term electoral law reforms; to assist with the design and delivery of activities to strengthen voters' understanding of the role of elections within the broader democratic framework; and to support the promotion of the political role of women.

The proposed action aims at contributing to priority area 3 'Fundamental Values, Human Development, Peace and Security' of the Pacific Multi-country MIP 2021-2027.

In particular, this action aims at contributing to the following results:

- PICs have strengthened, accountable and transparent institutions, inclusive, transparent and credible elections and a pluralist democratic system;
- Continued promotion of the universal values of human rights for all, including support for an enabling space for civil society;
- Supported PICs eliminate all forms of discrimination against women and children, including women and children with disabilities.

It will contribute to OECD gender marker G1; DAC 151 - Government & Civil Society-general.

In line with the ambitions set by the EU strategy for cooperation in the Indo-Pacific (Sustainable and inclusive prosperity), the EU Action Plan on Human Rights and Democracy 2020-2024 and the Gender Action Plan III (2021–2025), this action is relevant for the 2030 Agenda and the 2017 European Consensus on Development. It contributes mainly to Sustainable Development Goal (SDG) 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions

at all levels), while also supporting SDGs 10 (Reduce inequality within and among countries) and 5 (Achieve gender equality and empower all women and girls).

The action is organised around four outputs aimed at strengthening the medium- to long-term capacity of the electoral authorities: 1) Strengthened institutional and operational capacities of the electoral authorities; 2) Strengthened capacity of national authorities and local networks to provide accessible voter information and awareness and to encourage civic engagement; 3) Laws and policies in the field of elections developed/revised and better implemented; and 4) Enhanced access to political participation and leadership for women around the country.

As such, all support will feed into the overall intended outcome of more sustainable and inclusive electoral institutions and practices in support of accountable democratic governance in the Solomon Islands. The proposed pathway focuses on the strengthening of national capacities, advocacy and communication efforts to enhance the management by national authorities of the electoral cycle while also working with civil society (including women's organisations) and key stakeholders to address and improve knowledge of the electorate and institutional accountability.

2 RATIONALE

2.1 Context

Political and Electoral Framework

Since independence (1978), the country has experienced a series of direct elections, which include national general elections, provincial elections and municipal elections (in Honiara). Parliamentary representation is based on 50 single-member constituencies using the First Past the Post System (FPTP). Elections are also held in each of the ten provinces, to elect the provincial assemblies (including the capital, Honiara, which is governed by the Honiara City Council). The provincial assemblies are elected using a FPTP in single-member constituencies, whereas Honiara City Council is comprised of elected and appointed members.

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

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

In addition to these problems which impact the supply side of elections, there remain major challenges on the demand side. Voters tend to have only a weak commitment to elections based on merit, as opposed to personal relationships and financial incentives. Targeted civic education campaigns can improve the understanding of the

representative role MPs should play and contribute to strengthen the connection between the vote in an election as a way to hold MPs to account for their actions over the intervening years.

Most Pacific Island states, including Solomon Islands, still have a long way to go in achieving balanced representation of women in national parliaments. The Pacific region had earned the dubious distinction of having the lowest representation of women in the world: out of 50 MPs, only three (6%) elected women representatives sit in Parliament. While there are no legal barriers to women contesting elections, social barriers are strong, including negative perceptions of women in politics and traditional views of leadership and decision-making being men's role.

Instituting gender balance in all decision-making panels and boards is expressly stated and included in four key actions proposed as needed special measures to meet the objectives of the Solomon Islands' Gender Equality and Social Inclusion in the Public Service Policy.

Civil unrest – November 2021

What started as a peaceful political protest, led by hundreds of people from Malaita Province who complained they were not being heard by the national government and asking for PM Sogavare to resign, turned to 5 days of riots that left at least three people dead and large parts of the city – especially the business area of 'Chinatown' – scorched to earth with violent protesters attempting to storm the Parliament, burning buildings and looting. Following the unrest and its dramatic implications, on 6 December 2021, Solomon Islands Parliament dismissed a motion of no confidence brought forward by the Leader of the Opposition Matthew Wale, against the "Democratic Coalition Government for Advancement (DCGA)" of PM Manasseh Sogavare.

2.2 Problem Analysis

Institutional Capacity of the Electoral Administration

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

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

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

While a lot of efforts of capacity development have concentrated in the EO, much less support has been given to the SIEC itself (the Board of Commissioners), which works with little assistance (even without its own headquarters). Its constitutional status is perceived as a major element in the SIEC's strength, yet the legal framework regulating its functioning is still quite vague and therefore constitutes an important weakness. As a

consequence, the commissioners' functions are described in a generic manner, mostly referring to their role registering voters and preparing the elections of members of parliament.

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

Stakeholder Engagement

The main target groups of SECSIP III include the SIEC and the EO, who are deeply conscious of the benefits of the UNDP electoral assistance project and have requested its continuation. Relations between the project and the SIEC/EO are cordial and productive. The same can be said of the Political Parties Commission (PPC) and the Office of the Registrar of the Political Parties (ORPP), which influence the relationship with political parties. SECSIP has maintained constant and helpful coordination with other relevant government agencies (duty-bearers), including the Ministry of Education and Human Resource, Ministry of Women, Youth, Children and Family Affairs, Ministry of Provincial Government and Institutional Strengthening (MPGIS) and Royal Solomon Islands Police Force (RSIPF). Collaboration with other public institutions, particularly with Solomon Islands Independent Commission Against Corruption and Office of the Auditor General will be explored.

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

Partnerships

It is expected to continue and expand partnerships with the Ministry of Education and Human Resource, Ministry of Women, Youth, Children and Family Affairs and with civil society entities including Provincial Councils of Women (PCWs), Young Women Christian Association, Association of People With Disabilities (PWD), youth organizations and other groups.

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

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective (Impact)** of this action is: to foster a functioning pluralistic, participatory and representative democracy in Solomon Islands

SECSIP assistance will contribute to enhancing and expanding social inclusion, particularly of disadvantaged segments of the population including women, young people and persons with disabilities (PWD).

To that end, the proposed action will work towards achieving one overarching **Specific Objective (Outcome)**, namely: To enhance accountability, and effectiveness of electoral institutions and processes in the Solomon Islands

The **Outputs** to be delivered by this action contributing to the Specific Objective (Outcomes) are:

1. Strengthened institutional and operational capacities of the electoral authorities;

2. Strengthened capacity of national authorities and local networks to provide accessible voter information and awareness and to encourage civic engagement;
3. Laws and policies in the field of elections developed/revised and better implemented;
4. Enhanced access to political participation and leadership for women around the country.

In line with the recommendations of the 2019 UN Needs Assessment Mission (NAM), 2021 evaluation, SECSIP Phase III will build on previous support to Solomon Islands to sustainably strengthen the capacities of key electoral institutions to deliver credible and inclusive elections, including by supporting the SIEC and the EO (to deliver the next electoral cycle events (which now include in addition to national also provincial also local i.e. Honiara City Council elections), supporting longer-term electoral law reforms and assisting with the design and delivery of activities aimed at strengthening the understanding of voters of the role of elections within the broader democratic frameworks of Solomon Islands.

3.2 Indicative Activities

Output 1: Strengthened institutional and operational capacities of the electoral authorities

This is the main axis of support from the project, focusing on enhancing electoral authorities' operational capacities, ownership and sustainability. The project will prioritize the strengthening of the capacities of the Electoral Office, as well as the SIEC Board of Commissioners, the PPC and the ORPP. The project can, in coordination with other actors, assist to consolidate the new biometric voter registration model rolled out under SECSIP I, increasing the periodicity of registration services towards the "continuous registration" to maintain the accuracy and improve the sustainability of the voter register.

Possible indicative activities in this output include:

- Continued support on restructuring of the EO, making emphasis in the establishment of functional units and the setup of new provincial field presence;
- Support the identification and roll out of renewed capacity building efforts for the EO (involving human, financial and material resources);
- Support the development of the internal (SIEC, EO, returning officers, provincial officers) and external (media, political parties, observers) communication and coordination strategy, including reporting guidelines;

Possible indicative activities for this output to maintain the accuracy and improve the sustainability of the voter register include:

- Assistance in improving EO's technical resources, systems sustainability and stimulating national ownership;
- Supporting EO's capacity building in ICT related components to ensure biometric voter registration's sustainability and cost-effectiveness;
- Support in the establishment of electoral offices in the provinces for the purposes of implementing continuous voter registration (including procurement of IT equipment);

Output 2: Strengthened capacity of national authorities and local networks to provide voter information and awareness and to encourage civic engagement

Possible indicative activities for this output include:

- Capacity building of manpower, primarily in the EO but also in the PPC staff, to deal exclusively with public outreach initiatives;
- Support the design and implementation of awareness raising campaign for PPC;
- Conduct assessment broken down by province on civic/voter understanding and how different communities prefer to access information (e.g. accessible information for the disability community);
- Encourage the EO to use new technologies in the production of voter awareness and information material, targeting the youth in particular;

Output 3: Laws and policies in the field of elections developed/revised and/or better implemented

Possible indicative activities for this output include:

- Provision of technical advice to undertake research and assist in drafting modifications to the electoral legal framework;
- Support and advice on the review of the Electoral Act or subsidiary legislation to further develop the scope of duties of the electoral authorities;
- Support of national consultations and dialogues during the formulation phase of electoral legal reform with key stakeholders, including women and youth, persons with disabilities, at national and provincial levels;

Output 4: Enhanced access to political participation and leadership for women around the country

Indicative Activities:

- Continued engagement with secondary schools and media on women's leadership and grants to CSOs for diverse activities towards expanding women's engagement in and leadership through electoral politics;
- Continued work on motivating and promoting potential women candidates to both the national and provincial parliaments, to be implemented throughout the electoral cycle well before the electoral events and afterwards, not just with winning candidates but also with unsuccessful candidates);
- Continuous support to platforms for women networks such as Women Support Network established by SECSIP, and other women's network focused on marginalised populations, to promote women's leadership and advocate for temporary special measures (TSM) for women

Team Europe Initiative

The commitment of the EU's contribution to the Team Europe Initiative foreseen under this action plan will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise the EU action may continue outside a TEI framework.

3.3 Mainstreaming

Environmental Protection & Climate Change

A **Social and Environmental Risk Screening** is already available to evaluate the environmental sustainability of the proposed action. Particularly relevant to the environmental protection and climate change are the assessment Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management; Standard 2: Climate Change Mitigation and Adaptation; Standard 3: Community Health, Safety and Working Conditions and Standard 7: Pollution Prevention and Resource Efficiency. Each of these standards is assessed through extensive criteria and was evaluated as 'no risk'.

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that Gender-mainstreaming will be a core principle integrated throughout all institutional and operational strengthening activities with electoral authorities. All UNDP electoral projects include a component on gender, and this Project will seek to mainstream gender across the four outputs, drawing on a global knowledge base and complemented by locally-driven research to contextualise issues and ensure that activities are implemented in socially and culturally effective ways. Such actions include "gender mainstreaming", ensuring all decisions regarding electoral administration (including voter registration) are taken in an informed manner as to how they will affect women electoral stakeholders (output 1); ensuring voter awareness and information (Output 2) is targeted to women (and other marginalized groups e.g persons with disabilities) and include women associations as effective partners with the electoral authorities; and making sure gender awareness is mainstreamed in any effort in the reform of the electoral legal framework (Output 3). Additionally, Output 4 is dedicated to the promotion of women's political participation and its scope is envisaged to include activities that promote and encourage women's leadership and their public visibility. An illustration of SECSIP's efforts in these areas, besides a successful women candidates' programme, is the Outstanding Women of Solomon Islands initiative, which was designed to encourage women's leadership visibility by inviting community members to nominate women leaders and then hold elections to choose those whom they considered have made positive contributions at community level. SECSIP Phase III will build on this initiative, as well as supporting community-led dialogues through the Outstanding Women model; subjects included not only women's political participation but wider matters on social inclusion (topics are chosen by the

communities based on their priorities). The dialogues target young people through secondary schools to encourage public discussions on various issues, but with a focus on women's leadership/visibility. Partnerships will be utilised with UN Women, other UNDP projects and other international development actors to maximize the impact and coordination of efforts with an efficient use of resources.

The action will contribute to the Gender Action Plan III 2021-2025 and especially to the thematic area of engagement "promoting equal participation and leadership".²

Human Rights

The proposed action is guided by human rights principles. Participation in public affairs through elections is a human right protected by international human rights law instruments. SECSIP III incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. It has been developed specifically to assist the government of the Solomon Islands to strengthen its electoral institutions and practices so that it can effectively administer elections and fulfil the fundamental right to vote and elect representatives of choice of the citizens. The proposed action's Social and Environmental Risk Screening Checklist also assesses potential risks related to Human Rights principle and Gender Equality and Women's Empowerment.

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

The five Human rights-based approach operation principles will be implemented through the action (respect to all human rights, participation, transparency, accountability and non-discrimination).

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that SECSIP III will also build on earlier work with Disabled People's Organisations (DPOs) to improve the access of PWD during all parts of the electoral cycle.¹² SECSIP III will continue to work with DPOs to support specific activities on voter awareness targeting PWDs (as well as youth and populations living in remote areas). Building on social inclusion materials produced during phase II, SECSIP III will again include use of materials heavily relying on illustrations, production of videos which include sign language interpretation and supporting election authorities to engage sign-language interpreters during important key information events, including press conferences. The Project will also support DPOs to undertake a mapping exercise to obtain better data on the specific needs of PWDs in relation to elections and accessibility, which will feed into specific targeting of interventions. Where possible, synergies will also be encouraged with other activities (for example, OW community led dialogues on topics focusing on PWD) or with other development actors (UNDP, UNICEF, bilateral assistance providers).

Democracy

SECSIP III aims to contribute to the democratic development in the Solomon Islands by strengthening the sustainability of electoral processes in the country, building on the work of SECSIP I (2013-2016) and II (2017-2020). The proposed action is focused on promoting not just credible and efficient elections but is also committed to promote more inclusive, accountable and development-focused electoral processes and outcomes. In support of specific interventions which aim to improve the inclusiveness of democratic processes – most notably Outputs 2,3 and 4 in relation to voter awareness, legal reform and inclusive elections, including women's political participation. SECSIP III will also partner with civil society, community and faith-based organizations, media outlets and other government agencies.

² https://ec.europa.eu/international-partnerships/system/files/swd_2020_284_en_final.pdf

Conflict sensitivity, peace and resilience

Conflict sensitivity. While electoral administration and practices have been strengthened over the years there are still a number of challenges to be addressed. These include:

- Broader political and social context of elections compound the functional challenges of the Electoral Office.
- Uneven economic development across the country has at times led to conflict which has an impact on how politics is “done” in Solomon Islands and periodical motions of no confidence resulting in political instability and reflecting underlying tensions.
- Local “big man” culture has contributed to a lack of understanding by many voters of the value of the government and increasingly moneyed politics. This has been reinforced by the Rural Constituency Development Funds which empower elected MPs to bestow largess directly on voter rather than through government channels.

How these challenges will be addressed:

- The proposed action will contribute to provide technical assistance for a more efficient, inclusive and sustainable electoral administration through the review and upgrading of the EO processes and capacities warranting that all procedures promote the inclusion of sectors of society in the electoral process
- The identification of underlying tensions and design of strategic communication campaigns and awareness actions to inform on key legislative changes will contribute to reduce conflict. To this end, special efforts will be made to continue building national capacities to engage and conduct awareness actions with a focus on women, youth, people with disabilities and populations living in remote areas.
- Enhanced support to the Political Parties Commission and the Office of the Registrar of the Political to increase knowledge on its mandate and the political parties’ system more broadly.
- Strengthened collaboration with media outlets to promote quality media reporting.

Peace and resilience. The promotion of peaceful and inclusive societies of SDG16 is at the heart and constitutes the primary goal of this action towards the project outcome of ‘more sustainable and inclusive electoral institutions and practices strengthened to support inclusive & accountable democratic governance in Solomon Islands’. Democratic institutions, particularly those in developing countries are vulnerable to setbacks that can result in the erosion of rights and the manipulation of electoral processes. The proposed action also includes a Change Pathway mechanism which identifies structural root causes, and those underlying and immediate causes that may contribute to tensions. The Change Pathway focuses on the strengthening of national capacities and advocacy and communication efforts to enhance the management by national authorities of the electoral cycle while also working with civil society and key stakeholders to address and improve knowledge of the electorate and institutional accountability. The implementation of these changes will contribute to peace and to build a more resilient society.

Disaster Risk Reduction

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

The risk log of SECSIP III has identified the potential risk of natural events affecting/deferring implementation of electoral events and the fostering of inter-agency governmental cooperation to mitigate/react to such events. Additionally, the strengthening of partnerships with civil society organizations and groups can provide avenues to reduce/mitigate risks. From a more general perspective, building the knowledge of the electorate on the role of MPs and what is to be expected from democratic institutions and stakeholders will also contribute to bring to the public discourse these important issues.

3.4 Risks and Lessons Learnt

Description	Risk category	Risk Level	Mitigating Measures	Risk Owner(s)
Outbreak of COVID 19 pandemic and postponement of electoral events	Political Operational	I = 2 P = 2	-The general and voting public will wish to understand any changes to the electoral calendar and the process, and how it will affect both their electoral rights and their health concerns. Assist in the design and implementation of awareness campaign/actions explaining the rationale for those decisions -Support to the implementation of COVID safe procedures and protocols.	SIEC/EO SIG SECSIP Project Board Public Health authorities (COVID national committee)
Natural events affecting/deferring implementation of electoral events	Operational	I = 1 P = 2	-Foster inter-agency governmental cooperation to mitigate/react to such events.	SIEC/EO SIG SECSIP Project Board Disaster Management authorities
Deferral of the national general elections due to Constitutional amendment extending the legislative term to 2024	Political	I = 1 P = 2	-Technical advice to support for development of new timeline and adjustment to operational planning. -Civic education interventions to communicate and explain the new electoral timeline to the public supported by voter awareness actions to explain the rationale and reduce tensions/violence.	SIEC/EO PPC/ORPP ERTF SECSIP Other UN entities
Political disturbances/violence arise	Political	I = 3 P = 1	-Continuous monitoring and collaboration with law enforcement agencies. -Mapping of hot spots. -Operational and technical advice on alternative planning. -Local communities, and key local institutions such as churches, Outstanding Women platform, can have an important role to play in helping to prevent/mitigate election related conflict.	SIEC/EO SIG RSIPF
Under-resourcing and underfinance of authorities (SIEC/EO, PPC/ORPP, RSIPF) to implement electoral events	Political Operational	I = 3 P = 2	-Technical advice and operational support ready to be increased at activity peaks. -Careful and pragmatic assistance for the prioritisation, planning and sequencing of activities.	SIEC/EO SIG RSIPF SECSIP

Lessons Learnt

Independent evaluations following phases I and II showed the positive effect of SECSIP in improving the quality of the electoral administration. These successes have been corroborated by SECSIP's partners, including the electoral administration. However, SECSIP started from a low base and there remains substantial need for ongoing support to ensure that improvements are consolidated, as well as to address remaining areas of weakness. Despite the progress made in electoral administration and practices, and SECSIP's I and II successes, there are matters that need further assistance and justify ongoing support to ensure that improvements are consolidated, as well as to address remaining areas of weakness. In particular: (a) sustainable capacity development needs to be entrenched for permanent and temporary elections staff; (b) coordination needs to be improved between key electoral authorities (in particular, the SIEC and the PPC); (c) local ownership of voter registration need to be enhanced and voter registration services need to be expanded (national authorities have identified continuous registration as a priority for the next electoral cycle); and (d) more resources need to be dedicated to improving inclusiveness of all segments of the population in electoral processes (with a focus on women, youth, persons with disabilities (PWDs) and hard-to reach populations, and including strengthening the capacities of authorities media and civil society to promote voter information and awareness).

3.5 The Intervention Logic

Intervention Logic

As was the case during the first two phases, SECSIP III will utilize an electoral cycle approach as its overall strategy. The electoral cycle approach looks at the electoral process over time and seeks to engage with different actors and entry points throughout the cycle, rather than channelling substantial resources and technical support uniquely towards the delivery of a given electoral event, at intermittent and disconnected points in time. The adoption of the electoral cycle helps implement electoral assistance within the broader framework of democratic governance with a pro-active and strategic approach to foster a functioning pluralistic, participatory and representative democracy in Solomon Islands.

The electoral cycle approach aims to contribute to the process of creating and sustaining an environment for inclusive and responsive political processes. Project support will therefore prioritize assistance to the preparation and implementation of electoral processes and, where possible, other strategic initiatives with the objective of strengthening the link between electoral and other key governance processes will also be implemented. As part of this approach, and taking into account that all UNDP electoral projects must have a component on gender, this project will seek to mainstream gender across all outputs based on a global knowledge base and locally driven research contextualizing the issues and related activities.

As the primary means through which people express their preferences and choose their representatives, elections are a powerful democratic governance tool of voice, accountability and, ultimately, human development. Therefore, to achieve the Specific Objective (Outcome) of enhancing accountability and effectiveness of electoral institutions and processes, the proposed action will focus on the four previously referred outputs which are interlinked and mutually reinforcing. The scope of the action through these four outputs is articulated in the following Theory of Change (ToC):

IF the capacities of the Solomon Islands electoral authorities (including the electoral and political commissions) are strengthened and they effectively engage with political parties to build well-regulated policy focus political parties (outputs 1 and 3) and

IF the electors are more informed of the role of elections, political parties, elected representatives (output 2) and

IF processes are more inclusive particularly of women, youth and people with disabilities (outputs 1 through 4 and in particular dedicated output 4)

THEN there will be more credible electoral processes with more political parties and candidates committed to policy focused campaigns enhancing accountability and effectiveness of electoral institutions and processes (outcome) and THEN voters will more likely vote on the basis of merit and policy-based campaigns.

THE ABOVE WILL CONTRIBUTE TO a more inclusive cohort of representatives committed to democratic norms and frameworks fostering a functioning pluralistic, participatory and representative democracy in Solomon Islands (impact)

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

Change Pathway

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

society (including women and youth organisations) and key stakeholders to address and improve knowledge of the electorate and institutional accountability.

3.6 Logical Framework Matrix

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To foster a functioning pluralistic, participatory and representative democracy in Solomon Islands	Voter turnout in Parliamentary elections	86.41% voter turnout in the 2019 NGE (i.e. 310,667 out of 359,523 registered voters)	To be established taking into account expected rate of population growth of the electorate (segment of 18 years of age).	Solomon Islands Electoral Commission Disaggregated data from last national census is not yet available.	Not applicable
Outcome 1	To enhance accountability, and effectiveness of electoral institutions and processes in the Solomon Islands	Status of implementation of recommendations of the Election Observation Missions (qualitative)	1.1 TBC	1.1 TBC depending on available data on status from previous recommendations	1.1 Election Observation reports (EU, Commonwealth, Australia/ANU, national CSOs...) Endline assessments to be commissioned by the Action	Provision of data to establish baseline and indicators by national authorities
Output 1 related to Outcome 1	1.1 Strengthened institutional and operational capacities of the electoral authorities	1.1.1 Electoral authorities (at national and provincial levels) have improved administrative and human resources capacities to fulfil mandate 1 = Office set up with equipment 2 = Office set up & staff partially improved 3 = Office set up & staff capacity substantially improved 4 = Office set up & staff functioning effectively	1.1.1 Office set up and equipment only at HQ in Honiara. No provincial offices (year 2022)	1.1.1 2022 → value 2 2023 → value 3 2024 → value 3	1.1.1 Direct observation Project and donors monitoring reports Pictures of infrastructure, equipment, functional offices, handover photographs Interviews with senior managers re capacity of staff	Establishment of Provincial EOs is reactivated (stalled by authorities in 2021) Staff turnover is reduced enabling quantifiable impact of training
Output 2 related to Outcome 1	2.1 Strengthened capacity of national authorities and local networks to provide accessible voter information and awareness and to encourage civic engagement	2.1.1 Voter Awareness Strategy 2020-2023 implemented 1 = Strategy endorsed 2 = 20% implemented 3 = 40% implemented 4 = 60% for more implemented	2.1.1 Drafted but not endorsed by Electoral Commission (2022)	2.1.1 2022 → value 1 2023 → value 3 2024 → value 4	2.1.1 Review messages & communication materials produced Review results obtained through	Reaching out to voters across the country is not impeded by lack of funding / natural disasters

					Knowledge Attitudes and Practice (KAP) surveys	/ COVID19 restrictions
Output 3 related to Outcome 1	3.1 Laws and policies in the field of elections developed/revised and better implemented	<p>3.1.1 Number of electoral reform measures debated by Cabinet and/or Parliament</p> <p>3.1.2 Electoral Reform Taskforce (ERTF) produces at least 2 practical reform proposals (e.g. on electoral system + TSMs) drawing on technical advice from Project</p>	N/A	<p>3.1.1 2023→+1 2024→+1</p> <p>3.1.2 Minimum of 2 practical reform proposals annually</p>	<p>3.1.1 Cabinet minutes Parliamentary Hansard. Interviews with MPs, senior officials and/or parliament staff</p> <p>3.1.2 Task Force on Electoral Reform reports Proposal documents</p>	Political landscape and instability does not impede reform discussions
Output 4 related to Outcome 1	4.1 Enhanced access to political participation and leadership for women around the country	<p>4.1.1 Number of OW participants who organise community public dialogues on key community development issues (ie legal, economic empowerment, social inclusion, health, education, environmental)</p> <p>1 = More than 10 OW participants 2 = More than 25 OW participants 3 = More than 40 OW participants 4 = More than 50 OW participants</p>	4.1.1 OW participants started dialogues under previous Project – since May. In 2021, two dialogues were run	<p>4.1.1</p> <p>2022 →value 2</p> <p>2023→value 3</p> <p>2024→value 4</p>	<p>4.1.1 Project monitoring reports Interviews with civil society organizations and community leaders Knowledge Attitudes and Practices (KAP) Survey</p>	<p>Community gatherings/social interaction is not impeded by lack of funding / natural disasters / COVID19 restrictions</p> <p>Insufficient support from partners</p>

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the partner country.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is **36 months** from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures³.

4.3.1 Indirect Management with an international organisation

This action may be implemented in indirect management with the United Nations Development Programme (UNDP).

The UNDP has been selected based on the below listed criteria:

- leading role at global, regional and national level in the electoral support sector;
- track record of successfully managing large programmes in the Solomon Islands and the Pacific region, on a similar scale to the present action.
- existing in-country and regional institutional leverage

UNDP

UNDP in Asia and the Pacific delivers country and regional programmes in 36 countries through 25 UNDP Country Offices and the Bangkok Regional Hub to help empower lives and build resilient nations. The UNDP Pacific Office located in Fiji provides key development assistance in ten countries and in the case of Solomon Islands, UNDP has been on the ground since 1999. Through this period, UNDP has earned a reputation as a trustworthy development partner in the collective effort of supporting the country towards the objectives of the National Development Strategy and the Sustainable Development Goals.

UNDP Solomon Islands is well-positioned to continue implementing SECSIP by harnessing existing in-country and regional relationship to deliver more efficiently and achieve more sustainable results. UNDP is a trusted partner of the Solomon Islands Government (SIG) and is already viewed as an impartial provider of assistance in politically sensitive areas such as parliamentary development, electoral assistance and peacebuilding, all of which will be relevant here. UNDP also has considerable national and global expertise in the area of inclusive and effective democratic governance, including electoral cycle assistance. In Solomon Islands and across the Pacific, UNDP also implements a holistic governance portfolio, which enables UNDP to rapidly adjust programming to crises such as the global pandemic, while still implementing strong financial and procurement controls. SECSIP III will endeavour to preserve and expand synergies with national and international development partners and to prevent duplication of efforts amongst actors in this space.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced, the decision to replace it needs to be justified.

³ www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Australian contribution (amount in EUR)	UNDP contribution (amount in EUR)
Indirect management with UNDP – cf. section 4.3.1	5,500,000	3,394,122	134,163 (TBC)
Total	9,028,285		

4.6 Organisational Set-up and Responsibilities

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

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

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular

progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support). Indicators shall be disaggregated at least by sex. All monitoring and reporting shall assess how the action is taking into account the human rights-based approach and gender equality.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

The partner will be responsible for coordinating their approach to monitoring, through a set of complementary monitoring frameworks. While the logframe enclosed in this action document may evolve during the course of the action, the indicators in the complementary monitoring frameworks should be reflective of the logframe indicators at the time of their conception. One single annual report covering all result areas will be submitted for the programme each year, in line with the special and general conditions of the co-delegation agreement.

Roles and responsibilities for data collection, analysis and monitoring:

The proposed action's selected implementing partner will be in charge of monitoring the implementation of all activities and subgrants for timeliness, programmatic effectiveness and efficiency, reporting, contribution to SECSIP III outputs and outcome, gender mainstreaming and adherence to terms and conditions of funding agreements. Undertake field trips as warranted. Project team will analyse information collected in monitoring, and the progress made against targets and baseline on a continual basis, identify problem areas or best practices and make appropriate adjustments to project activities, focus and approach as needed to strengthen activities.

Among other reporting requirements, the selected implementing partner will provide the Project Board six-month as well as annual reports on the activities of the project by outputs/sub-outputs which compares progress against targets in the work plan, identifies constraints and actions taken to address constraints

5.2 Evaluation

Having regard to the nature of the action, an independent external final evaluation will be carried out for this action via the Organisation. The evaluation will follow the United Nations Evaluation Group Norms and Standards for Evaluations and it will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the progress made towards the expected results, identify lessons learned and present recommendations for any potential further programme phases.

All evaluation shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

The evaluation report shall be shared with the partner countries and other key stakeholders following the best practice of evaluation dissemination⁴. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluation and, where appropriate, in agreement with the partner countries, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

⁴ See best [practice of evaluation dissemination](#)

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

APPENDIX 1 REPORTING IN OPSYS

Option 1: Action level		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Option 3: Contract level		
<input type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
<input type="checkbox"/>	Single Contract 3	
	(...)	
<input type="checkbox"/>	Group of contracts 1	