

ADVANCING AUSTRALIA'S WORK ON LEADERSHIP AND DECISION-MAKING

“THE NEXT LEVEL”

SCOPING STUDY ON WOMEN IN LEADERSHIP AND DECISION-MAKING

Helen Tavola, Afu Billy, Josephine Kama

08 December 2016

The views and recommendations contained in this report are solely those of the authors and do not necessarily represent the views of the Australian Government.

TABLE OF CONTENTS

Acronyms used in the Report	4
Executive Summary	5
Purpose of Study	6
Methodology of the Scoping Study	7
The Australian Policy Agenda on Gender Equality	8
The Solomon Islands Policy Environment on Gender Equality	9
Gender Equality and Leadership	10
The Situation of Women in Leadership and Decision-making in Solomon Islands	10
Barriers to Women in Leadership and Decision-making	19
Enabling Factors that Promote and Drive Change for Women in Leadership and Decision-making	22
How the Australian High Commission Can Effectively Support Women in Leadership and Decision-making	26
Conclusion	34
Annex 1: Terms of Reference	36
Annex 2: List of people consulted	49
Annex 3: Australian High Commission Honiara's Current Work on Women in Leadership and Decision-Making	55

ACRONYMS USED IN THE REPORT

ADB	Asian Development Bank
AHC	Australian High Commission
ANU	Australian National University
APTC	Australia Pacific Technical College
AVI	Australian Volunteers International
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CLTS	Community Led Total Sanitation
CSO	Civil Society Organisation
DFAT	(Australian) Department of Foreign Affairs and External Trade
DfID	(UK) Department for International Development
FPA	Family Protection Act
GEWD	Gender Equality and Women's Development (Policy)
GFP	Gender Focal Point(s)
IFC	International Finance Corporation
LASI	Literacy Association of Solomon Islands
MEHRD	Ministry of Education and Human Resource Development
MHMS	Ministry of Health and Medical Services
MNURP	Ministry of National Unity, Reconciliation and Peace
MWYCFA	Ministry of Women, Youth, Children and Family Affairs
NCW	National Council of Women
NGEWD	New Gender Equality and Women's Development (Policy)
NGO	Non-governmental Organisation
PIC	Pacific Island Countries
PLP	Pacific Leadership Program
PPIC	Political Parties Integrity Commission
RAMSI	Regional Assistance Mission to Solomon Islands
RSIPF	Royal Solomon Islands Police Force
RWASH	Rural Water, Sanitation and Hygiene
RTC	Rural Training Centres
SDG	Sustainable Development Goals
SICCI	Solomon Islands Chamber of Commerce and Industry
SIG	Solomon Islands Government
SINCW	Solomon Islands National Council of Women
SINU	Solomon Islands National University
SOE	State Owned Enterprises
SPC	Secretariat of the Pacific Community
SSGM	State, Society and Governance in Melanesia (Program)
TA	Technical Assistance
TOT	Train the trainer
TSM	Temporary Special Measures
TVET	Technical Vocational Education and Training
VBMS	Vois Blong Mere Solomon
WDD	Women's Development Division
WIL	Women in Leadership and Decision-making
WISDM	Women in Shared Decision Making
WPS	Women Peace and Security
WRAM	Women's Rights Action Movement
YWCA	Young Women's Christian Association
YWPG	Young Women's Parliamentary Group

EXECUTIVE SUMMARY

The purpose of this study, commissioned by the Australian Department of Foreign Affairs and Trade (DFAT) through the Pacific Women Shaping Pacific Development (*Pacific Women*)¹ Support Unit, is to inform future Australian investment, advocacy and engagement in the areas of women's leadership and decision-making in Solomon Islands. The study considers how DFAT's current initiatives across Solomon Islands can be strengthened and how new initiatives might be integrated into existing areas of work. (The Terms of Reference for the Scoping Study are at Annex 1).

The Governments of both Australia and Solomon Islands have strong policy commitments to gender equality, including support for enhancing women's roles in leadership and decision-making. Both countries have also committed to a range of regional and international declarations and conventions on gender equality. However, the Constitution of Solomon Islands contains some discriminatory elements, some of which are being addressed.

Solomon Islands women in general have lower levels of education and higher rates of illiteracy. Women are less likely to be employed than men in salary or wage jobs. Many women work in the informal economy, often producing and selling goods. There are far fewer women at senior levels in both the public and private sectors. The Royal Solomon Islands Police Force has made a deliberate effort to encourage women to apply and currently has 18% females in its total workforce, with two at executive level and two provincial police commissioners. The Solomon Islands Government (SIG) has established Gender Focal Points across all Ministries in order to promote and mainstream gender equality but this system is yet to be fully effective.

Women are well represented in civil society organisations (CSO) and there are numerous CSOs that are for women or were initiated by women. Several of these CSOs are driving change in empowering women in leadership and decision-making.

Solomon Islands women are poorly represented at the political levels of provincial assemblies and the national parliament. Research shows that while people support the idea of women in parliament in principle, they often do not vote for them for practical reasons, mainly concerning promises of ongoing financial support.

Women showed considerable leadership in peace-making during the ethnic tensions yet were not included in formal peace negotiations in 2000 and are still excluded from discussions on national peace policies. The majority of the Peace Building Officers of the Ministry of National Unity, Reconciliation and Peace are males.

While women in Solomon Islands make decisions at the domestic level, within church women's groups and to some extent in communities; they face multiple barriers in achieving leadership and decision-making roles in the public arena including decision-making around resource management. This is due partly to strong socialisation of the girl child to prepare for future roles as wives and mothers and to be modest rather than assertive. This results in a lack of confidence to assert themselves and to apply for and accept positions of authority.

The very high levels of gender-based violence found in Solomon Islands undermines women's attempts to secure leadership and decision-making roles. Discriminatory attitudes and practices abound, both overt and covert.

Enabling factors for women to achieve leadership and decision-making roles include different forms of training; mentorship and encouragement from colleagues both male and female; facilitative environments; networking; affirmative action and higher education. The Scoping Study Team

¹ Pacific Women Shaping Development is a DFAT supported initiative for 14 Pacific Island Forum member countries.

encountered males in different areas who actively encourage women to succeed and who could be dubbed 'male champions', although most do not see themselves as such.

Many women have become leaders and decision-makers through becoming economically empowered or through working in initiatives in areas such as gender based violence. Savings clubs have the potential to foster decision-making at a grassroots level. The attainment of literacy can be transformational to empower women to make decisions. This demonstrates that leadership does not exist in a vacuum but is part of all many aspects of different activities.

The Scoping Study recommends that DFAT consider interventions at different levels and in different sectors in order to have the widest possible reach. Proposed interventions are in the following areas:

1. Include women in leadership across all DFAT work
2. Leverage political diplomacy initiatives
3. Support SIG to effectively mainstream gender
4. Support MWYCFA to progress work on women in leadership and decision-making
5. Support gender equality in education and training
6. Support for literacy training for out-of-school women and girls
7. Enhance WIL through private sector engagement and economic growth
8. Enhance training for women in public and private sectors
9. Support health sector to enhance women's leadership and decision-making
10. Support for young women leaders
11. Support to Political Parties Integrity Commission and Electoral Commission
12. Support for women, peace and security

SCOPING STUDY ON WOMEN IN LEADERSHIP AND DECISION-MAKING

PURPOSE OF STUDY

The purpose of this study, commissioned by the Australian Department of Foreign Affairs and Trade (DFAT) through Pacific Women Shaping Pacific Development (*Pacific Women*)², is to inform future Australian investment, advocacy and engagement in the areas of women's leadership and decision-making in Solomon Islands. The study considers how DFAT's current initiatives implemented across Solomon Islands can be strengthened and how new initiatives might be integrated into existing areas of work. (The Terms of Reference for the Scoping Study are at Annex 1).

METHODOLOGY OF THE SCOPING STUDY

The scoping study used a mixed methodology, determined by its Terms of Reference. The scoping study team comprised three consultants with expertise in gender and development: Helen Tavola (team leader); Afu Billy and Josephine Kama (national consultants), subsequently referred to as the Scoping Study Team.

The first phase consisted of a review of documents and literature, resulting in a synopsis paper that informed the subsequent first in-country mission that took place between 21 August and 3 September 2016. During the first in-country mission, the Scoping Study Team conducted consultations with almost 200 people in Honiara, Choiseul and Gizo. In addition, one of the team members used a personal visit to Munda to conduct further interviews. A full list of those consulted is at Annex 2. The methodology used was semi-structured interviews with individuals and focus group discussions with women's groups, church groups, civil society, private sector and public sector in the provinces as well as in Honiara.

The State, Society and Governance in Melanesia Program (SSGM) of the Australian National University (ANU) undertook a literature review in parallel with the scoping study, the findings of which are drawn upon in this report.

The Terms of Reference for the Scoping Study also required it to align its findings to the parallel development of a regional roadmap on women's leadership, commissioned by Pacific Women.

The Study uses two main analytical frameworks. As a simplified gender analysis, it starts by looking at an activity profile: who does what. It then looks at who has the access and control of resources and decision-making. This leads into an analysis of factors and trends within the socio-economic context including structural factors: economic, legal and institutional, cultural, religious and attitudinal. This approach leads to gender sensitive planning, programming and interventions.

In terms of interventions on leadership, the three-level framework proposed by the Office of Development Effectiveness is used as far as possible³:

Agency: prepares the individual woman for taking on leadership roles, such as increasing knowledge and skills through training. This also includes scholarships.

Relations: at community level or work-place level and includes coalitions, collective action such as networks and male champions.

² Pacific Women Shaping Development is a DFAT supported initiative for 14 Pacific Island Forum member countries.

³ This is also the analytical framework also used by the regional roadmap on women in leadership, referred to above. It should be noted that three roadmaps were commissioned: women's economic empowerment; eliminating violence against women; and women in leadership. One combined and integrated roadmap will be the final output.

Structural: addressing harmful cultural and social norms, policy changes such as quotas and reserved seats and other electoral and legislative changes.⁴

While there is considerable research on women in political leadership in Pacific Island Countries (PIC) including Solomon Islands, this Study takes a broader view of leadership to consider women in leadership and decision-making in different spheres: at the community, church, civil society, public sector, private sector, provincial and national levels. The Study also acknowledges that while referring to women generically, women are diverse and include those from urban and rural areas; older and younger women; and women with disabilities, among others.

The findings of this Scoping Study and the draft interventions were reviewed and refined at a validation workshop in Honiara on 6 October 2016. The proposed interventions were generally well received and further comments have been incorporated into the final report.

THE AUSTRALIAN POLICY AGENDA ON GENDER EQUALITY

Australia has taken a strong policy stand on gender equality, which is clearly articulated in its Gender Equality and Women's Empowerment Strategy (2016). The work of DFAT on gender equality is guided by three priorities, the first of which is enhancing women's voice in decision-making, leadership and peace-building, which will be implemented through:

In all advocacy and development programming we will promote women's decision-making, whether by seeking to ensure equal participation by women and men on community committees supporting our programs, or by assisting government agencies to introduce and institutionalise equal employment opportunity.⁵

This will be effected by taking a 'twin-track' approach: supporting some gender specific activities and also integrating gender equality throughout the aid program. This clear policy mandate requires DFAT to identify appropriate interventions and identify partners and champions as well as those who might resist change.⁶

Further, one of the ten key targets of DFAT's performance framework focusses on gender:

Empowering women and girls: More than 80 per cent of investments, regardless of their objectives, will effectively address gender issues in their implementation.⁷

Australia's development assistance is further mandated, especially in post-conflict countries, by the Australian National Action Plan on Women, Peace and Security 2012-2018. This plan is strongly premised on gender equality, peace and security in all Australia's development assistance.

One of the three strategic objectives of DFAT's Aid Investment Plan for Solomon Islands 2015-2016 – 2018-2019 is enhancing human development. This includes working towards gender equality in all of DFAT's programming. The Plan notes that 'Australia's efforts to integrate effective responses to gender equality into development programming have met with some success, however structural and systemic change is needed in Solomon Islands to improve outcomes for women and girls.'⁸

In the 2013 Solomon Islands Country Plan for the DFAT funded *Pacific Women*, the main areas of focus are supporting the elimination of violence against women and women's economic empowerment. There is also provision for support to the Ministry of Women, Youth, Children and Family Affairs (MWYCFA): to progress its priority outcomes in accordance with its Gender Equality and Women's

⁴ DFAT, Office of Development Effectiveness, *Women's Leadership: Evidence Review*, 2014, 2

⁵ DFAT, *Gender equality and women's empowerment strategy*, 2016, 5

⁶ DFAT, *op cit*, 23

⁷ DFAT, *Making Performance Count: enhancing the accountability and effectiveness of Australian aid*, 2014, 8

⁸ DFAT *Aid Investment Plan for Solomon Islands 2015-2016 – 2018-2019*, 5-6

Development (GEWD) Policy. Further, DFAT's, Aid Program Performance Report 2015-16 Solomon Islands September 2016, stated "Gender inequality remains a significant challenge for Solomon Islands, manifested in high rates of violence against women, few women in leadership and constrained economic opportunities for women."

The Australian High Commission in Honiara has demonstrated strong commitment to advancing gender equality by establishing a Gender Equality Working Group headed by the High Commissioner and by developing a Gender Equality Action Plan that maps how gender is integrated into all areas of its work.

THE SOLOMON ISLANDS POLICY ENVIRONMENT ON GENDER EQUALITY

Gender equality is 'encouraged' in the national mission of the Solomon Islands National Development Strategy 2011-2020.⁹ Under the section on 'Taking Better Care of the people of Solomon Islands', there are several policy areas including:

Advance gender equality and enhance women's development ensuring the active contribution and meaningful participation of both Solomon Islands women and men in all spheres, and at all levels, of development and decision making.

The first Solomon Islands National Policy for Women was endorsed by the Solomon Islands Government (SIG) in 1998. It was reviewed in 2010 and replaced by the Solomon Islands National Gender Equality and Women's Development Policy (GEWD). At the time of undertaking this Study, a new National Gender Equality and Women's Development Policy (NGEWD) 2016–2020 was about to be endorsed by Cabinet, following nation-wide consultations. It provides a framework for the implementation of the Solomon Island's international and regional commitments to gender equality, which are based on priorities expressed by the women and men of the Solomon Islands. Policy Outcome 3 of the NGEWD Policy is: Equal Participation of Women and Men at All Levels of Decision Making, Governance and Leadership.

Both Australia and Solomon Islands are party to numerous international and regional agreements that support women in leadership. These include the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW); the Pacific Leaders' Gender Equality Declaration; Framework for Pacific Regionalism; the Revised Pacific Platform for Action on the Advancement of Women and Gender Equality; and the Sustainable Development Goals (SDG). All of these agreements have women's leadership and decision-making as a priority. For example, the SDGs has as Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life and Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.

In terms of Solomon Islands legislation, there are no laws that specifically encourage women in leadership and decision-making. The Solomon Islands Constitution incorporates international human rights law and it also formally recognises customary law. This has been seen to imply a contradiction as human rights and customary law embrace very different ideals.

Customary law is based on male domination and even in those parts of the Solomon Islands where title to land descends through matrilineal lines, land disputes are generally litigated by men. Human rights, on the other hand, are founded on principles of equality. The Constitution is thus a vehicle for two competing notions.¹⁰

⁹ Solomon Islands Government, *Solomon Islands National Development Strategy 2011-2020*, 4

¹⁰ Corrin Care, Jennifer 2000. 'Customary law and women's rights in Solomon Islands', *Development Bulletin*, no. 51, 14

UNIFEM in partnership with the Solomon Islands MWYCFA undertook a review of how women's human rights are reflected in Solomon Islands law in accordance with the articles of CEDAW.¹¹ The review found numerous examples where women's human rights fail to be guaranteed in law, including laws on marriage, divorce, custody, citizenship and rape. An example is the Employment Act which forms part of the Labour Act, which still has a clause that females going on maternity leave are entitled only to 25% of her salary while on leave. Since this review, some of these discriminatory laws have since been revised, while others are under review or yet to be reviewed.

While the policy mandates of SIG support women in leadership and decision-making, implementation has been weak in this area. DFAT's support may be able to augment current activities to assist the SIG to boost implementation of its policy mandates.

GENDER EQUALITY AND LEADERSHIP

Women's leadership and decision-making is inextricably linked to gender equality. Gender equality is an important right and a powerful driver for growth, development and stability.¹² When women are in an inherently unequal situation, it is extremely difficult for them to be decision-makers and leaders in their communities and countries.

Gender equality is about equal opportunities, rights and responsibilities for women and men, girls and boys. It does not mean that women and men are the same. Gender inequality is a result of unequal power distribution between women and men, exacerbated by ongoing discrimination, weaknesses in laws, policies and institutions, and social relations that normalise inequality.¹³ Unless discriminatory laws, policies and practices are changed, they continue to perpetuate inequalities.

The term 'gender equality' is seen as threatening to some but it is gaining acceptance. The Solomon Islands report on the implementation of the Beijing Declaration and Platform for Action noted that:

Gender equality was not a common term in Solomon Islands in the last twenty years due to well defined segregation of women and men's roles, from the tasks they do to their specific areas of responsibilities as determined by cultural norms. The concept was only introduced in the mid 90's by the Solomon Islands National Council of Women (SINCW) after its establishment in the 1980's.

The ratification of several UN Human Rights Conventions and the CEDAW in 2002 by the Solomon Islands Government, provided a conducive environment for the SINCW to continue its awareness of gender equality in and out of the government sector, resulting in better understanding of gender equality and the endorsement of the first Solomon Islands National Women's Policy by the government.¹⁴

In the same report, one of the four challenges to gender equality identified was 'Getting women into all levels of decision making especially into National Parliament and Provincial Assemblies'

THE SITUATION OF WOMEN IN LEADERSHIP AND DECISION-MAKING IN SOLOMON ISLANDS

Women in Solomon Islands are in an unequal position in many areas of life. Traditionally, women are the main supporters of family care and wellbeing and are responsible for activities such as household chores; final clearing for planting as well as weeding and harvesting crops. Women collect and prepare produce to sell at markets for family income. Women are the main supporters of community activities

¹¹ UNIFEM and Solomon Islands Ministry of Women, Youth, and Children's Affairs, *Protecting women's Human rights in Solomon Islands Law* (undated)

¹² DFAT, *Gender equality and women's empowerment strategy*, 2016,4

¹³ DFAT,33 *op cit*, 6

¹⁴ Solomon Islands National Review on the Implementation of the Beijing Declaration and Platform for Action, 2014

and take the lead in these areas.¹⁵ While women are leaders in the private domain of the household, they do not make decisions for the community as a whole.

While there are some outstanding women leaders in Solomon Islands, for the majority of women, leadership roles are generally limited to their homes and their families. A girl child is taught at an early age her roles in the home, which are to help her mother and sisters with the domestic chores, cooking, washing, doing the laundry, going to the garden, assisting in caring for the family livestock, caring for younger children and her ageing grandparents and elderly members of the family. These tasks are preparation for her future role as a mother and a wife.

Girl children are also taught and coached from an early age by their mothers, grandmothers, aunts and other female relatives to be respectful of the males in their families and their communities. They are taught not to be loud or to disagree with their male siblings, to be modest in the way they dress, the way they sit, stand and walk, their general conduct and in their general appearance; for the community is 'watching' as any future suitor will be influenced by what the community sees a girl to be: a good girl or a bad one.

For Solomon Islands women who grow up with such strictly gendered roles, their productive and reproductive roles in the domestic sphere curtails their ability to participate effectively in the public sphere. It explains why many Solomon Islands women are not confident in speaking during meetings or when they are in decision making bodies such as school and community boards or committees, as the team found during their consultations in the provinces as well as in Honiara. A Choiseul Provincial Assembly member (male) commented that women in Choiseul have low self-esteem but interpreted the reason to be women's respect for men: 'they will let men do the talking for them even if they (women) are given the opportunity to talk.' This is because from an early age, women are taught to respect their male relatives and the males in their communities. The notion that men are the ones to speak and not women has been ingrained as a normal way of life.

Churches play a key role in the social fabric of Solomon Islands and women are actively engaged. The five main church denominations have women's branches: the Mothers Union of the Anglican Church; the Dorcas Welfare Society of the Seventh Day Adventist Church; the Women's Band of the South Seas Evangelical Church; the Women's Fellowship of the United Church and the Catholic Women's League of the Roman Catholic Church. These organisations are well established with village to national links, and represent the most accessible opportunity for women to engage in an organisational setting at village level. Churches often use women for tasks such as cooking and catering; Sunday school teachers; fundraising and entertainment. While these women's groups provide a platform for leadership development within these groups, women rarely achieve leadership positions within church hierarchies, although the United Church requires a 30% quota of female participation at all decision-making levels and the Christian Fellowship Church requires 50% of women at its conference which is its highest decision-making body.

Consultations with the Mothers Union's national conference heard that this group is fighting (to use their words) to increase its role in decision-making within the Diocese of Melanesia. Currently the Mothers Union has 9-10 members on the national decision-making body out of a total of 60 and it is seeking to increase its share to 20 women. This will require a change of the church's constitution followed by extensive consultation at provincial level but the women are not deterred from seeking changes as they believe that they can contribute constructively to debates at this level.

Some women told the Scoping Study that in some churches, church doctrine is used as a barrier to prevent women from taking leadership roles.

¹⁵ Feedback from in-country mission, especially in Western Province.

Concern was expressed during the Scoping Study consultations that donor funds and SIG funds do not generally support church activities, even though their role in society is so important and communities are often church congregations.

Women are well represented including at leadership levels in civil society organisations (CSO) in Solomon Islands. Many CSOs are for women or have been initiated by women. These include the CSO umbrella body of the Solomon Islands National Council of Women (SINCW) and provincial and ward councils of women; the Young Women's Christian Association (YWCA) of Solomon Islands; Vois Blong Mere Solomon (VBMS); Women's Rights Action Movement (WRAM); church affiliated groups and those that cater for younger women such as the Young Women's Parliamentary Group (YWPG). Some are oriented towards providing services in relation to gender-based violence (GBV) such as the Family Support Centre and the Christian Care Centre.

Several of these CSOs are driving change in Solomon Islands. The YWCA has been a significant player in empowering women since 1975 and currently has a focus on young women's leadership through its Rise Up! Programme. It has always had the aim of building the capacity, self-esteem and confidence of women.¹⁶ WRAM is three years old and it has a specific mandate to work on advocacy and research in legislation and policy with the intent to remove barriers to increasing women's leadership. It worked closely with the MWYCFA and the Solomon Islands National Council of Women (SINCW) through a European Union funded program called Women in Shared Decision-making (WISDM) to advocate for women in political decision making, and temporary special measures.¹⁷ The YWPG was started in 2004 as an attempt to build young women to leadership roles. The group's mission is to: recognise, allow and build emerging young leaders to reach their full potential to influence positively in their communities and networking young women with current leaders to enhance and develop young women in national leadership. Its vision is: to create space for young women to experience and participate in leadership.

The Solomon Islands National Council of Women, formed by the SIG in 1983 as an umbrella women's organisation to sit above the provincial councils of women, ward councils of women and all women's CSOs, has been constrained in its activities due to a lack of financial and human resources. The NCW receives core funding from the SIG and project funding from development partners.

Despite leadership in the family, household, community, church and CSOs, women do not have a significant role in land or resource related decision making such as logging or mining, even in matrilineal parts of Solomon Islands where women are the source of peoples' rights to land.¹⁸ The lack of access and control to decision-making regarding resources is a critical factor in an analysis of gender and power. Clearly men hold the power in these domains, which in many respects determines the well-being of people and is a barrier for women who aspire to leadership roles. The Tina River Hydro Development Livelihoods Restoration Plan provides an illustration of this situation, below:

The gender division of labour for local communities was documented in the household survey conducted as part of the social impact assessment fieldwork in 2013. It shows, as did previous surveys in the 1990s, that woman and girls are largely (and sometimes solely) responsible for the household and family maintenance activities, livestock care, planting and cultivating food gardens, harvesting crops, marketing, purchasing of supplies, and care of household finances, and yet do not have a significant role in land-related decision making, despite being the source of peoples' rights to land under the matrilineal system.

¹⁶ Feary, Sue and Jocelyn Lai, *Stori Blo YWCA A History of the Young Women's Christian Association in Solomon Islands*, 2012, 50

¹⁷ EU funding for WISDM has now ended.

¹⁸ Consultations for the Tina River Hydro Development.

Women themselves report that senior men within the tribe typically take control (as trustees) over rent & royalty money paid to the land owners by logging companies and mining companies (e.g. Gold Ridge) and then spend a significant proportion of it on drinking, gambling and their own advancement. So despite the matrilineal system of inheritance, patriarchy has become increasingly the norm in traditional communities that become involved in commercial resources exploitation.

The recent survey of livelihoods assets on the acquired land recorded ownership of affected trees, gardens and structures mainly in the name of males, although several gardens, fruit trees, and groves of trees were noted as belonging to women and widows (who have gardens located close to their homes). This is interesting given that females do most of the work associated with gardens, and it may reflect the tendency for women to move to their husband's village after marriage, which over time, is likely to result in women being alienated from their own land.¹⁹

Women in employment and business

Women are less likely overall to be employed than men in salary or wage jobs as shown in Table 1.

Table 1: Proportion of population 10 years and over involved in salary or wage jobs²⁰

	Male	Female
Urban	41.2	22.8
Rural	14.6	4.9
Total	19.8	8.4

In the public service, there are 13 position levels before five senior management levels. Most women in the public service in 2011 were employed in Position levels 1 to 5, with 1 being the lowest level. In the public service in 2016, two Ministries have women Permanent Secretaries (8% of total) and there are three Under Secretaries (15% of total). A growing number of women are filling senior positions in different Ministries including Foreign Affairs where two women have been appointed as Heads of Mission (and one acting Head). The most senior positions in government have always been occupied by men with no women ever holding Constitutional positions of Governor General, Speaker, Public Solicitor, Director of Public Prosecutions, Solicitor General, High Court Judges, Auditor General or Ombudsman.²¹

The education sector in many Pacific Island countries is dominated by women yet in Solomon Islands, in 2016 there is only one female school principal of a national secondary school and only one female in senior management in the Ministry of Education and Human Resource Development (MEHRD).²² The imbalance in leadership roles in the school system is shown in Table 2 below. The lack of women in leadership roles in the school system is a serious concern as it is the first place that many girls see women in such positions outside of the home and it has enormous potential for demonstrating positive role models.

¹⁹ <http://documents.worldbank.org/curated/en/832721471415550419/text/SFG2369-REVISED-RP-P161319-Box396302B-PUBLIC-Disclosed-8-19-2016.txt>

²⁰ SIG, *Solomon Islands Household and Income Expenditure Survey 2012-2013, National Analytical Report Vol 1*, 68

²¹ Solomon Islands Government, *Solomon Islands CEDAW Combined Initial, Second and Third Periodic Report, Solomon Islands CEDAW Combined Initial, Second and Third Periodic Report 2012*, paras 170- 172

²² MEHRD, *Draft Gender Equality in Education Policy*

Table 2: Number of Senior Staff Positions in Primary and Secondary Schools, 2013²³

2013 National Total	Male	Female	% Female
Primary Head Teachers	379	88	23%
Community High School Principals	140	21	15%
Provincial Secondary Principals	14	0	0%
National Secondary Schools	7	1	14%

Women who have been promoted to senior positions in the education sector face multiple challenges. Research by Shalom Akao on women school principals found that:

Findings include lack of self-confidence, difficulties in balancing work and family, discriminatory attitudes and the influence of the cultural patriarchal norms on the attitudes towards women in leadership positions. Other key findings related to the nature of the organization, in this case, the school. This included a lack of initial preparatory and on - going professional development programmes and a lack of consultation in the decision making process. This study also found that while the women embraced the collaborative approach to leadership, the structural barriers through the hierarchical organization of the schools meant they could not lead the way they would like to.²⁴

Stanley Houma found that despite multiple challenges faced by women principals, often stemming from ‘traditional conservative patriarchal attitudes’, women principals exhibited significant strength and courage in the face of challenges and he recommended that more women should be given the opportunity to develop as school leaders and managers in the country²⁵.

These research findings suggest that women need ongoing support once in leadership positions. This also applies to women who realise political ambitions as winning a seat is not the end goal.

The health sector is another area that is often highly feminised in terms of its workforce but there are currently no women in senior management in the Solomon Islands Ministry of Health and Medical Services (MHMS) although there is currently one women Provincial Health Director.

At the community level in health and education, there are school boards and committees and local health committees. Reportedly the number of women on school boards is improving, although no data was available. There are reportedly very few women on local health committees despite women being the main consumers of the health system as child-bearers and main family care-givers.

The Royal Solomon Islands Police Force (RSIPF) has made concerted efforts to increase the number of women in the Force and now has 18% overall. The Deputy Police Commissioner and one Assistant Police Commissioner are women. Some new intakes have had between 30-50% of female recruits. Female police officers used to take ‘back of house’ roles such as office work, but are increasingly moving into frontline roles as gender has been mainstreamed across the RSIPF. These moves towards gender equality and gender empowerment were instigated by the Regional Assistance Mission to Solomon Islands (RAMSI). According to an Assistant Commissioner of Police, interviewed for this Study, as long as there are women in the senior management team, the gender equality initiatives will be sustained. It is thus critical to maintain a critical mass of senior women in the Force. The RSIPF example is

²³ Source: 2013 Solomon Islands Education Management Information System (SIEMIS). MEHRD

²⁴ Akao, Shalom, Seen but not heard: Women’s experiences of educational leadership in Solomon Islands secondary schools. Thesis for Master of Educational Leadership at the University of Waikato, 2008, ii

²⁵ Houma, Stanley ‘Leadership Challenges and Management Strategies of Female School Leaders’ in *Educational Leadership Emerging Issues and Successful Practices*, Govinda Lingam (ed) 2012, 152

interesting as it is a case of explicit affirmative action towards the recruitment of women, which appears to be gradually leading to structural and normative changes.

The Solomon Islands Public Service has led the Pacific region with two innovative practices on promoting gender equality. Since 2013, Heads of Ministries have a Key Performance Indicator on gender included in their annual appraisals and each Ministry has an appointed Gender Focal Point (GFP) who should assist with mainstreaming gender into all of their Ministry's work. These are promising moves towards improved gender equality. However, to date the GFPs have been constrained by a lack of capacity, training, confidence and often the seniority to initiate changes. Training has been provided for GFPs by the Secretariat of the Pacific Community (SPC) but it has not proved sufficient to give them confidence to initiate changes. The role of GFP is an 'add-on' to the main functions of their substantive positions and is not a dedicated role. Although this system is a promising one, until it becomes fully effective, moves towards empowering women in the Public Service remain generally ad hoc and fragmented. The Chairman of the Public Service Commission acknowledged to the Scoping Study that the GFP system is not yet working well, but he stressed his commitment to furthering gender equality in the Public Service.

In the Pacific region as a whole, women face numerous challenges in the public service and many of these are shared by Solomon Islands women. A SSGM survey of women in the public service found that:

Across the Pacific, women in the public sector report experiencing a range of challenges in the workplace (Zubrinich and Haley 2009). Three in five (63%) of those who participated in our 2009 survey felt they worked harder than male colleagues (ibid:12), got less support from senior management and fewer professional development opportunities (ibid:14). Our study also revealed that female public sector employees are exposed to a range of abuses in the workplace, including verbal abuse, threats of violence and sexual harassment, as well as harassment from the wives and girlfriends of male colleagues (ibid:17). They also experience difficulties at the interface of home and work. Many find that travelling to and from work safely is an issue and many reported having experienced domestic violence. Those surveyed also struggled with the "double burden" of balancing work and household responsibilities (ibid:23; see also Corbett and Liki 2015; McLeod 2015), noting that their work outside the home did not diminish their household responsibilities. Some felt the need to overcompensate.²⁶

In the private sector, a growing number of women are achieving middle-management and senior management levels, but very few achieve the highest positions of leadership by heading organisations.

In both the public and private sectors, women earn considerably less than men, reflecting their levels of seniority. Men earn on average 62% more than women in the private sector and 12% more in the public sector. In CSOs, women earn more but the median earnings are much lower.²⁷

Many women are engaged in the informal sector, especially selling at markets and from informal canteens or roadside stalls. While such activity is an important means of earning livelihoods, it is neither protected nor organised. The UN Women initiative Markets for Change is attempting to improve this situation and to encourage women to participate in decision-making to improve conditions in the Honiara and Auki markets. The International Finance Corporation analysed the Solomon Islands business context and found that:

In the Solomons, women's economic activity is primarily in the informal sector, as vendors of agricultural products and locally produced foods and handicrafts, or in micro-business. Furthermore, women are less likely to have title to land and are often disadvantaged by

²⁶ Haley and Zubrinich, *op cit*, 12

²⁷ SIG, *Solomon Islands Household and Income Expenditure Survey 2012-2013, National Analytical Report Vol 1*, 69

prevailing family, marriage and inheritance laws and practices. Of those that are formal, female entrepreneurs often lack access to networks and marketing skills to forge links.²⁸

The IFC has developed a package of interventions for introducing gender-smart practices and policies for businesses in Solomon Islands and has started work with Soltuna. The under-representation of women in senior management and in non-traditional roles are areas that are being supported. IFC noted however that 'Deeply entrenched gender inequality is a challenge that individual businesses cannot address alone.'²⁹

The Solomon Islands Women in Business Association (SIWIBA) and the Gizo Women in Business Association both offer encouragement, support and some training to women in both the formal and informal sectors.

Women are poorly represented on boards, including those of State Owned Enterprises (SOE). The Pacific Islands Forum Secretariat conducted a survey of Pacific Island Countries (PIC) and found that of 120 SOEs, 59% had at least one woman on the boards. The survey found that many women sit on multiple boards which means that the actual number of women who are on boards is even lower. In Solomon Islands, six out of eight SOEs had women on their boards. Prior to 2010, appointments to Solomon Islands SOE boards were made by the relevant minister but since 2010 there has been a process of advertisement and recommendation.³⁰

Women in politics

There are two main levels of elected politics in Solomon Islands: the nine Provincial Assemblies and Honiara City Council; and the national parliament. Women have fared slightly better at the provincial level with four women currently in provincial assemblies and one nominated member of the Honiara City Council.³¹ There has only ever been three women Members of Parliament, with one currently serving. This is very low by regional and global standards.

There have been numerous initiatives by development partners to train and support women political candidates but these have had little apparent impact on women's success at the polls.

Research has shown that people support the idea of women in politics in principle but when they cast their votes they vote for the person who will provide monetary support for them in times of need. The Regional Assistance Mission to Solomon Islands (RAMSI) conducted annual 'Peoples' Surveys' from 2006 to 2013 to assess attitudes on a range of issues. In 2013, 89% thought there should be female MPs in National Parliament. Of those who supported women in Parliament, 80% thought there should be reserved seats for women candidates.³² This result was similar to the results of previous years.

A study by Dicker, Billy and Barclay used a mock election to test voting attitudes and practice. They concluded that voters must believe the candidate understands the needs and daily realities of their constituents, usually demonstrated by residing in the constituency; and secondly that voters must believe that the candidate possesses personal wealth and will contribute additional resources to the community.³³

The Young Women's Parliamentary Group conducted research on Voter Behaviour towards Women Candidates before and after the 2014 Solomon Islands National General Election. They found that

²⁸ IFC, *Empowering Women in the Private Sector in the Solomon Islands Concept Note*, 2015, 3

²⁹ IFC, *op cit*, 4

³⁰ Pacific Islands Forum Secretariat, *Report on the Survey of Women's Representation on State Owned Enterprises Boards in Forum Island Countries*, 2015, 11

³¹ In terms of numbers elected but not proportionately overall.

³² *Peoples' Survey 2013, Key results*, ANU Edge

³³ Dicker, Kiri, Afu Billy and Alison Barclay *The influence of gender attitudes and norms on voter preferences in Solomon Islands*, Commissioned by UN Women Pacific Multi-Country Office, 2016

before the election, 98% of those questioned were notionally in favour of women parliamentary candidates but only 32% intended to vote for a woman. In the end, only 27% actually voted for a woman on Election Day. A large proportion of the respondents in the post-election survey saw that corruption due to vote buying was a major setback for women candidates not getting the votes needed to enter into parliament. Another hindrance identified by respondents was the cultural aspect, in which women were seen to be categorically deprived of representing voters in parliament in a Melanesian society. The third most reported reason for women candidates not getting the votes was due to limited financial resources.³⁴

Apart from getting into parliament, women have contributed effectively to legislative change. The coalition that was built to lobby for the Family Protection Act (FPA), passed in 2014, demonstrated that when women unite under strong leadership, changes can be brought about. The FPA coalition was led by the Permanent Secretary for MWYCFA, supported by several CSOs.³⁵ The Child and Family Welfare Bill, that passed through Cabinet in 2016 and is anticipated to go to Parliament later in 2016, was also supported by a coalition that conducted advocacy and awareness. In both cases, these legislative changes necessitated transformations in mind-sets around traditional gender norms and roles.

Women, peace and security

Women have taken leadership roles in informal peacebuilding during ethnic tensions in Solomon Islands, yet were overlooked during formal peace negotiations. A Women's Submission to the Solomon Islands Truth and Reconciliation Commission in 2011 stated that:

Despite the violations suffered and despite the traditional roles women were accustomed to playing, when the conflict erupted women united and took on a formidable role as peacemakers. They proved themselves as peacemakers, heads of households, counsellors, and leaders. There were some women, as there will always be, whose negative involvement exacerbated the conflict, but the overwhelming impression is one of women as champions of peace. They were innovative in their methods of survival, and were inclusive and strong in their resolve to help bring the conflict to an end. Despite this, women were excluded from the peace talks in Townsville in 2000 and even today there are no women members of national parliament.³⁶

A study commissioned by UNIFEM in 2005 found that:

For women, the combined impacts of peace and the aftermath of conflict were extraordinary. There were overwhelming references to women's increased status and empowerment, resulting from the extra (traditionally male) roles undertaken during the tensions, both through new skills learned and through the empowering process of having coped, innovated and pushed the barriers of traditional gender roles.... Other aspects of this included: gaining respect and feeling important within the community, increased confidence to participate in community affairs, more aware and sensitive to issues in the community and in the nation as a whole, freedom to speak out for women's rights, and 'doing away with traditional cultural barriers, with positive benefits for women'.³⁷

³⁴ National Parliament of Solomon Islands, *Voter Behaviour towards Women Candidates before and after the 2014 Solomon Islands National General Election*, 2015

³⁵ This initiative was supported by the Pacific Leadership Program through the Regional Rights Resources Training (RRRT) of the Secretariat of the Pacific Community (SPC). The DFAT supported staff member on GBV in the MWYCFA also played an important role and support was also received from DFAT's bilateral Justice program.

³⁶ *Women's Submission to the Solomon Islands Truth and Reconciliation Commission*, 2011, 1

³⁷ Moser, Anneliese, *Peace and Conflict Gender Analysis: Community-Level Data from the Solomon Islands*, UNIFEM, 2005, 8

The same UNIFEM study noted however that the window of opportunity to build upon that empowerment was short-lived, and some 11 years later, the gains won may have been lost or partly lost. There is however some action on this front: the MWYCFA is currently drafting a national action plan on women, peace and security.

There have been many studies and analyses of why women perform poorly in achieving leadership roles in Solomon Islands, especially at the political level. Development partners have also conducted programs in an effort to improve the situation. SSGM, in its literature review for this Scoping Study, examined the range of approaches being used to support women's leadership and summarised its key findings:³⁸

- existing efforts around women's leadership have not resulted in the gains expected or desired; necessitating the need to find new ways of engaging and new modalities for support;
- existing initiatives have tended to focus on political representation at the national level; on their own these will not achieve a critical mass of women in leadership positions across all levels of decision-making;
- there is little systematic analytical work being undertaken at the grass roots level and little is being done to foster community-level leadership, let alone women's leadership;
- initiatives aimed at improving women's political representation must be informed by the emerging evidence, and must seek to learn from the experiences of women who are elected, and those who poll strongly but fall shy of being elected;
- on the other hand, credibly contesting national level elections and finishing amongst the top-ranked losing candidates, is one pathway women in PNG have successfully used to enter local and provincial (sub-national) politics;
- civic engagement, involvement with the church and local peacebuilding efforts provide important proving grounds for women leaders;
- detailed research in PNG and Solomon Islands comprehensively demonstrates that men and women experience and participate in elections differently, and that women do not participate in elections as equal citizens;
- notwithstanding the significant challenges facing women leaders and conservative leadership infrastructure (church and kastom) across the region, recent country scans undertaken for the Pacific Leadership Program demonstrate significant reform can be achieved through an opportunistic, issues-based approach, supported by issues-specific program support (Barbara and Haley 2014: vii);
- timing matters (Domingo et.al. 2015:14). Those seeking to improve women's participation must be willing to work opportunistically, recognizing that "historical junctures provide the opportunities for reform (ibid:34);
- material resources are also key to enabling women's political voice (ibid:14), particularly given the centrality of political gifting and money politics to formal politics in the Pacific;
- tertiary scholarships have proven to contribute to women's success and have been shown to be of considerable importance with respect to women's careers;
- nevertheless, women in Solomon Islands account for a third of public sector employees and less than a quarter of all private sector employees. They are significantly underrepresented in leadership roles in both sectors.
- formal and informal support networks and coalitions of women leaders are emerging (e.g. Solomon Islands Women in Business Association and the Young Women's Parliamentary Group). This is something to be supported and further encouraged.

³⁸ Haley, Nicole and Kerry Zubrinich, *Women's Leadership and Decision Making in Melanesia with a focus on Solomon Islands*, SSGM, 2016, 2

BARRIERS TO WOMEN IN LEADERSHIP AND DECISION-MAKING

The Scoping Study was told repeatedly in consultations across the country and at all levels, that women lack the confidence to take up leadership roles. This apparent low self-esteem applies not only to the community level but is reflected in the relatively few women applying for scholarships and promotion; and the low number of women seeking political election. As told to the Scoping Study: 'Women are not thinking of women as the next leaders; there are not many role model leaders and a huge self-confidence gap.' The President of the Choiseul Council of Women said that a setback for Choiseul women is that they can talk and be vocal among themselves in their own groups but when it comes to the next level, outside of their comfort zone, they become reserved. Women are very good in church leadership, but when they come to meetings of the Choiseul Provincial Council of Women, they become reserved.' The cultural context of this apparent lack of confidence is explained in the previous section. It also reflects a lack of knowledge of issues outside of family, church and community matters, and an understanding and awareness of provincial and national issues.

There is a lack of recognition of women's contribution to community development. Work for the community is seen as a normal part of women's roles and is not acknowledged as a significant contribution to the good of the community. This lack of acknowledgement can result in women failing to develop the confidence needed to aspire to higher levels of leadership and decision-making.

A lack of women's solidarity was frequently mentioned to the Study as a barrier to women. It was evident in the focus group meetings that brought women in different sectors together that they welcomed the opportunities to share experiences and problems. The women had not previously experienced such gatherings and they believed that networking would help them advance in their respective professional roles. Some CSOs are working towards building national solidarity among women by convening national women's conferences to bring together diverse groups of women from across the country.³⁹

Women are constrained by generally lower levels of education and qualifications and by low levels of functional literacy, especially in rural areas. The 2009 census shows reasonably high official literacy rates, although women are less likely to be literate than men (79% compared to 89%). However, studies at the provincial level indicate very low levels of functional literacy, ranging from 7% to 28%. Functional literacy is also significantly lower for women (14%) than for men (21%). Functional literacy improves for those completing higher levels of schooling. Women are nearly twice as likely as men to have no schooling at all (21% versus 12%), whereas men are twice as likely as women to have tertiary education (6% versus 3%).⁴⁰ The lack of literacy has a direct influence on a lack of confidence to participate in decision-making at all levels beyond the family.

CSOs reported their experiences that women who are taught literacy skills, especially in villages where men are absent working in mines or logging projects, immediately start to make decisions affecting their families and communities. The role of literacy and education in relation to leadership and decision-making needs to be further explored and built upon as a key part of development initiatives.

Coupled with low literacy, is a lack of knowledge and awareness of national issues. Women, especially in the provinces, reported to the Scoping Study that they do not know how funds are used at the provincial or national levels; about the laws of the country; their rights; and government and governance systems in general.

³⁹ A Coalition of six women's organisation have organised themselves to co convene a National Women's Forum spearheaded by WRAM in October 2016. The Coalition members are WRAM, SINCW, VBMS, YWCA, YWPG, and West Are Are Rokotaniken Association (WARRA)

⁴⁰ ADB, MWYCF and SPC, *Solomon Islands Country Gender Assessment*, 2015, xvi

At a higher level of education, fewer women overall apply for scholarships than men, especially in non-traditional areas such as information technology and engineering. The Ministry of Public Service reportedly cannot get enough sufficiently qualified female candidates to apply for its 30 annual places for in-service training. Scholarship policy and practices can also be a barrier. SSGM offers some further insights into the scholarship issue:

It is also the case that “there are gendered barriers to women accessing scholarships ... [and] no scholarship schemes designed to increase the number of women studying business” (ibid:21). Moreover, they also find that SIG scholarship programs do not attract large numbers of female applicants, in part because awardees are required “to resign from their jobs and surrender entitlement to government housing” (ibid:22). This is of real consequence because, as outlined above scholarships have proven to contribute to women’s success and have been shown to be of considerable importance with respect to women’s careers (Zubrinich and Haley 2009).⁴¹

The high level of gender based violence (GBV) in Solomon Islands is a clear manifestation of gender inequality and is linked to women’s inability to participate in decision-making and leadership. The 2009 Family Health and Safety Study found an incidence of 64% of ever partnered women who reported being subject to violence by an intimate partner.⁴² Apart from the serious impacts on the physical and mental health, GBV has an impact on women’s confidence, attendance at work and many other aspects of her life.

The Scoping Study Team encountered discriminatory social attitudes that see women as unable to cope with the pressures of leadership. Many men believe that women should keep to their culturally prescribed roles and family responsibilities in the private domain of the household. Such attitudes are widespread, even among men in key leadership positions. It is necessary to note these attitudes, as they are an indicator of resistance to change. Some statements made to the Scoping Study Team by men in influential positions were:

- It is more important when a man speaks. Women ask men to speak on their behalf.
- Women respect men. Women shouldn’t push their views.
- Women have other commitments like raising children and breastfeeding.
- Women can’t take the pressure of work and tertiary study.
- Women’s and men’s roles are clearly defined.
- Men are happy for women to get to a certain level but not too far.
- Gender equality is asking too much of women as it would take them away from their special roles.
- Women are too emotional.
- Women are jealous of each other, especially of successful women.

Women can be held back from taking part in decision-making outside of the home by a lack of resources. As shown in Table 1 above, there are fewer women in the formal work-force and they earn considerably less than men and in addition they have little access to the rewards from resource-based industries such as logging or mining. Resources are a particular issue when women wish to enter the political arena expectations of candidates to give generously are high.

The lack of resources applies not just to individual women but to work that affects women in general. The MWYCFA is poorly resourced especially for provincial travel and training and Women’s Development Division staff in provinces, such as in Choiseul, do not have the resources to conduct training especially in remote and isolated areas for more than two days at a time.

⁴¹ Haley and Zubrinich, *op cit*, 15

⁴² Secretariat of the Pacific Community, UNFPA, MWYCFA, AusAID, *Solomon Islands Family Health and Safety Study: A study on violence against women and children*, 2009, 1

Some of these barriers stem from underlying cultural perceptions. However, the Scoping Study is cautious about using 'culture' in its most generic usage as a single barrier, as it can be also used as an excuse for the failure of women to succeed in leadership. The Scoping Study was told by a women member of a provincial assembly: 'Women are not seen as important; women don't normally sit in meetings; women don't make decisions for the whole of the church, on land matters or custom court hearings; thus women's perspective is absent – so women think that they can't make decisions but they *can*.'

In the workplace, barriers may often be more subtle rather than overt. Women in the public service reported not being sent on training even though they were the best suited on a professional basis. Professionally qualified women are still expected to do jobs such as make tea, take minutes and undertake secretarial and administrative tasks, which are typically female roles. Women may be denied promotion if they are due to take maternity leave and there are anecdotes of women being 'picked on' for being pregnant or breast-feeding. There are organisational barriers within the public service which are discriminatory to female public servants and a barrier to women climbing up the leadership rank. An example is the policy on transfers where women are expected to follow their husbands regardless of their own careers, yet are often unable to accept their own transfers as husbands may be unwilling to accompany them. A further example is the policy on an eight years wait for any public service personnel who returns with a first degree before they are eligible to pursue further studies overseas. This can be a barrier for women who often have multiple family commitments at that stage in their lives and may be a reason why the Ministry of Public Service finds it difficult to get women to apply for in-service training.

Women in the private sector face similar barriers. In multi-national businesses such as banks, women have opportunities for personal development, training and mentoring; as there are policies to foster gender equality. These enabling opportunities aim to build women's confidence and communication skills which are often lacking. It was noted however that women need to proactively seek and seize such prospects, which they often do not. Women working in leadership roles in the tourist sector in Gizo who were consulted for this Study were often young and they faced a lack of respect from colleagues, both male and female, when they were in positions of authority.

The Study team heard of harassment and bullying in the workplace in different sectors, which undermine women's confidence in every way.

At the political level, there are many impediments that are not easily remedied by training, which is the main modus operandi of development partners. These stem from structural issues of obtaining support from powerful brokers and the need for material support for resources in campaigning.⁴³ Systemic and institutional barriers include the weak political party system, loose party groupings and the single-seat-constituency system that provides only for one seat per electorate. These are significant barriers to women's representation which make it very difficult for women to succeed. In addition, the nature of elections in Solomon Islands, where campaigning is openly transactional makes it difficult for women who do not have resources or who do not wish to engage in such practices.

In general, the political context and especially the election process demonstrates the resilient structures of gender inequality at every level. Not only are most of the candidates male, but most of the work carried out during elections is conducted by men reflecting an unbalanced gender representation among short-term electoral staff such as those at polling stations who are hired for the purpose of conducting national general elections.

Attempts to introduce quotas and temporary special measures (TSM) for women candidates have not been successful to date due mainly to a misunderstanding of the concept by many Solomon Islanders,

⁴³ Wood, Terence, *Aiding women candidates in Solomon Islands: Suggestions for development policy*, in Asia and the Pacific Development Studies, vol. 2, no. 3, pp. 531–543

both women and men. However, there is scope to work within existing systems to introduce quotas. The Political Parties Integrity Act 2014 requires political parties to have a 10% quota of women among their total candidates. However, it has never been fully enacted as parties are able to be exempted if they state that not enough females showed sufficient interest in standing. It is then allowable in the Act that if there are not enough women to fill the quota, these places may be taken by men. The Political Parties Working Group, a high-level group comprising the executives of all the registered political parties in the country, currently has TSM on its agenda. There is also a strong mandate to pursue such measures in the Concluding Observations on the Solomon Islands CEDAW Report, where quotas and TSM are strongly recommended.⁴⁴ The resistance to TSM is a barrier in itself.

A gender profile on Solomon Islands by the Asian Development Bank (ADB) summed up the situation of women in decision-making thus:

Overall the under-representation of women in decision-making results in weak governance at all levels – family, community, and in government. Weak and undemocratic governance results in poor planning and poor results because the interests of half the population are not accurately represented and incorporated. These shortcomings are reproduced as men model dominant behaviour to their children and women are inhibited from asserting their views and exercising their rights by social stigma and the threat of physical violence. Consequently addressing access to control of knowledge and decision-making at the legislative, policy and program level is critical.⁴⁵

ENABLING FACTORS THAT PROMOTE AND DRIVE CHANGE FOR WOMEN IN LEADERSHIP AND DECISION-MAKING

There have been many studies and analyses of the difficulties that women face in achieving leadership roles, especially at the political level. As the SSGM literature review states, we must move beyond diagnostics to better understand the factors that enable women to achieve positions of leadership. This section reviews lessons learned and identifies some gaps in knowledge.

Many women in senior and middle-level management in the public and private sectors have attended leadership training, some locally but more overseas. Generally, the opinion is that such training is useful, especially when accompanied by follow-up mentoring, such as that provided by banks. However, the comment was also made to the Study that if the work-place culture is resistant to change, leadership training will not lead to any changes. Using the analytical framework for this Study, there is little use in enhancing individual agency if structures are not also addressed.

Leadership training must be at a suitable level for the recipients. The Scoping Study was told that three young persons from a local CSO are taking part in Pacific Leadership Program's (PLP) regional adaptive leadership course but due to their low levels of education, they are struggling to keep up. It was also reported that some women attended international training on women, peace and security, but they were not women leaders and were unsuited to the type of training and have not been able to engage in follow up activities on their return home. At the other end of the spectrum, some already well established leaders are targeted for leadership training. As this type of training is very costly, it is important that appropriate people be selected.⁴⁶

There have been numerous training programs for women political candidates in the Pacific. UN Women has run a series of Transformational Leadership Programmes and Empowerment Series across the region, as well as BRIDGE trainings under the GEPG programme (2009-2013). These programmes train women in a range of campaign skills including public speaking and campaign message crafting. UNDP

⁴⁴ United Nations Committee on the Elimination of Discrimination against Women, *Concluding observations on the combined initial, second and third periodic reports of Solomon Islands*, 2014, 6

⁴⁵ Asian Development Bank and Solomon Islands Government, *Solomon Islands Gender Profile*, 2014, 94

⁴⁶ The PLP regional adaptive leadership training costs an estimated AUD12,000 per head

has facilitated a series of practice (sometimes called ‘mock’) parliaments which give prospective candidates a sense of what it is like to be in parliament. PLP has run leadership development forums for women candidates. The Centre for Democratic Institutions (CDI) ran women in politics courses, aimed at women candidates and also produced a Campaign Handbook for Women Candidates in the PNG local elections in 2013. The Commonwealth Local Government Forum (CLGF) has run candidate training for women at the local government level. International Women’s Development Agency (IWDA) also supports candidate training.

UN Women found that there has been limited follow up with candidates after training: many are not elected, and are therefore no longer supported (questioning the ‘transformational’ nature of leadership programmes); those few who are elected become the responsibility of other programmes and there is no coordination. Some training programs have not developed the required skills for campaigning, instead focusing on awareness raising - questioning relevance and applicability.⁴⁷ This questions to some extent the assumption that training in itself is an enabling factor. Without addressing structural issues relating to women’s leadership and decision-making, the benefits of training may not be fully realised.

There has been and still is a number of training courses on leadership but many are gender neutral and do not address the specific challenges that women face. Reportedly, the adaptive leadership training provided by PLP falls into this category. Conversely there are programs that provide gender training that do not focus on leadership. PLP commissioned a baseline report on leadership initiatives in Solomon Islands, which found that leadership is included in a general rather than specific way in many cases, such as in church-led initiatives and training.⁴⁸

Despite the huge demand for training and the widespread use of it, there is a lack of tracer studies or analysis that shows the impacts of leadership training as an enabling factor on individuals in the Pacific or elsewhere, as noted by the Office of Development Effectiveness. Evidence tends to be anecdotal based on individuals’ experiences of training rather than looking at long-term impacts. Training providers and development partners need to interrogate training especially when the impact appears to be limited; to ask whether it is the wrong type, not enough or whether it is the wrong approach. This is an important knowledge gap.

At the community level in particular, it is clear that leadership does not exist in a vacuum and past efforts by development partners to provide training purely on leadership have not been successful. The Scoping Study was told that if leadership was addressed directly, ‘the barrier of culture would be there’. Initiatives on leadership in rural areas need to go through an entry point such as economic empowerment activities or through membership of health or school committees.

There has been a massive increase in the establishment of savings clubs all over Solomon Islands in recent years. Some are introduced under the umbrella of churches; others by donor-supported programs such as the Pacific Financial Inclusion Program in partnership with commercial banks and NGO’s such as World Vision and Live and Learn; while others are under indigenous groups such as the West ‘Are ‘Are Rokotaniken (WARA) in Malaita. The MWYCFA is also actively supporting savings clubs under its Women’s Development Division. Others are formed spontaneously by groups of colleagues, Members of Parliament or friends. One of the outcomes of savings clubs is that they lead to improved decision-making among women, which has a positive impact on their families and communities. The Gizo Women in Business, for example, reported in its Strategic Plan:

⁴⁷ UN Women, *Innovating for Impact: A Pacific Regional Consultation on Women’s Political Empowerment and Leadership*, 2016, 6

⁴⁸ Pollard, Alice, *Solomon Islands Leadership Mapping Report A Study of Leadership Initiatives in Solomon Islands*, 2011, PLP, Suva

One of the early successes has been the savings culture nurtured by the Gizo Yellow Savings Club. It had the same 10 members from 2007 to 2014. In that time the members saved almost \$1million Solomon dollars. With their savings, individual members bought boats, land, houses, an accommodation business and vehicles. From 2014 the members decided to expand the membership, which now has 100 more members.⁴⁹

Although leadership may emerge from savings clubs, it is not generally a focus or an explicit outcome. Anecdotal evidence suggests that women become empowered by having access to savings and loans and they are able to make decisions at the household level. Savings clubs can be a catalyst for promoting leadership by providing training in basic governance issues, keeping records and financial management. Literacy can also be taught and enhanced through this mechanism.

Leadership and decision-making can also be introduced through work on GBV. PLP supports a program in Simbo, Western Province that started as both economic empowerment and advocacy on GBV but resulted in positive leadership experiences.

Simbo for Change is the result of a partnership between PLP, a local woman and tribal leader and Samoa Women in Business Development Inc (SWIBDI) on Simbo Island, Western Province. It seeks to develop niche agricultural exports as a means of empowering women and addressing issues of family safety.⁵⁰

Simbo for Change has reportedly had a strong impact in many respects and is a successful example of a multi-pronged approach.

The Scoping Study thus believes that activities in the economic empowerment area and GBV can be used as entry points and leveraged to include components on leadership and decision-making. This can include basic governance as mentioned above, as well as civics education on the nature of government and electoral systems; legal and human rights; the Family Protection Act etc. The traditional leadership roles of women can be built on and enhanced to give greater breadth and depth to women's leadership.

Some environmental programs (such as Live and Learn, World Fish) and the multi-donor Rural Development Program require the participation of women on committees and / or focus groups with the aim of promoting gender equality. If successful, it could contribute to greater decision-making by women. There is however no information on whether women's participation at the behest of donor-funded programs is tokenistic or whether it is meaningful. If this requirement becomes embedded into all SIG program and management procedures, it could eventually lead to a change in attitude on the capability of women and should also develop women's confidence and knowledge. Training for committee and board members can enable more meaningful participation. The practice of including women on committees could eventually lead to structural and institutional changes.

Gender policies, strategies and legislation can remove systemic barriers and thus be an enabling factor but the key is implementation. As noted at the start of this report, there is a strong policy environment supporting gender equality and women's leadership and decision-making at the national level. The lack of financial and human resources coupled with limited commitment has resulted in slow implementation in many cases. There is optimism that the Family Protection Act will change norms regarding GBV.

As alluded to above, an enabling factor in the public and private sector is the attitude, encouragement and support of colleagues, both male and female. It was reported to the Study that rather than encourage women at lower levels to succeed, some women at senior levels actively discourage younger

⁴⁹ Gizo Women in Business Strategic Plan 2016-2012, 4

⁵⁰ www.plp.org

women. Some women have encountered jealousy among other women. A senior male public servant disparagingly labelled this as the PHD – push her down – syndrome.

Mentoring was very positively viewed, both by women who had received informal mentoring from supportive colleagues and by those who had been part of structured mentoring programmes. Mentoring is particularly effective at building self-confidence, an issue that plagues many women.

The Scoping Study encountered several male champions for gender equality and women in leadership throughout its consultations. They were in provincial government, SIG, CSOs, RAMSI, DFAT and the private sector. The idea of forming a coalition that could provide support and training to male champions was generally supported by them. Mentoring is a practice that male champions could receive training on, initially on work-related issues but incorporating wider issues such as gender equality and GBV. Currently there is a newly formed group of male champions formed under the auspices of the NCW, which has potential to expand or be housed elsewhere. Male champions can also be promoted in the public sector and also within DFAT. International development literature notes the growing awareness of the need to engage men in promoting women's leadership.⁵¹

Opportunities for networking among women in the private sector were valued during consultations and a strong wish was expressed to continue such occasions. Networking among employers is also valuable, which could be pursued by bodies such as the Solomon Islands Chamber of Commerce and Industry (SICCI). The IFC worked in this area in Papua New Guinea and helped establish the PNG Business Coalition for Women with members from the private sector who recognise the value of gender equality and enhancing opportunities for women in the private sector as smart business. SICCI and the IFC are in discussions to establish a similar network in Solomon Islands in early 2017, tailored to the specific needs of Solomon Islands professional women.

Education and literacy are enabling factors in gender equality, the platform for leadership and decision-making, and there is untapped potential to make positive interventions through these mediums. The UK Department for International Development (DfID) conducted a review of 177 studies globally on girls' education and gender equality⁵² and found that 'a mix of interventions to provide resources, change institutions or shift norms, works more effectively than trying to isolate a 'silver bullet.' Research findings include:

- At classroom level, group learning supports girls' learning and learning outcomes;
- The involvement of women in school governance and community mobilization and in community leadership has an effect on girl's participation;
- Gender mainstreaming as an approach to changing institutional cultures may have a positive impact however adequate resources must be allocated to support implementation;
- Formal and informal teacher training in gender equality and pedagogy improves girls' learning outcomes;
- Women's literacy programs can be a key area for transforming gender norms and identities.

The limited available research on women in the public sector suggests that higher education, typically obtained through overseas scholarships, is the factor with the most positive influence on the career trajectories of female public servants in the Pacific region.⁵³

⁵¹ For example, in DFAT Office for the Development of Aid Effectiveness, *op cit*, 15

⁵² DfID, *Girls' Education and Gender Equality Evidence Brief*, (undated)

⁵³ McLeod, Abby *Women's Leadership in the Pacific*, Developmental Leadership Programme, 2015, 4 and Zubrinich, Kerry and Haley, Nicole *Experiencing the Public Sector: Pacific Women's Perspectives*, 2009, paper written for AusAID

HOW THE AUSTRALIAN HIGH COMMISSION CAN EFFECTIVELY SUPPORT WOMEN'S LEADERSHIP AND DECISION-MAKING

There are various opportunities for the Australian High Commission (AHC) in Honiara to enhance its support to women's leadership and decision-making. The Scoping Study firstly acknowledges that the AHC already demonstrates strong commitment to integrating gender equality issues into all areas of its work. (The AHC's existing work that relates to women's leadership and decision-making is outlined in Annex 3.) The proposed interventions described below aim to build on existing DFAT work to enhance women's leadership and decision-making.

Consultations for the Scoping Study indicated that DFAT assistance could reach a wider constituency and potentially be more effective if it reconsidered some of its practices, including:

- Engaging with faith-based organisations given their importance in the fabric of Solomon Islands society;
- Engaging with national civil society organisations and not only with international NGOs;
- Broadening the traditional approach to women's leadership and decision-making to include all levels;
- Aligning work better with DFAT regional programs including PLP and the Secretariat of the Pacific Community.

The recommended interventions present a range of options. Many of the proposed interventions suggest opportunities for scaling up DFAT's existing work to give a more explicit focus on women's leadership and decision-making while others propose new areas of work. Some of the proposed interventions have cost implications, while others involve changing procedures and processes. Some interventions could potentially be implemented in the short-term, giving relatively 'quick wins', while others may involve multi-stakeholder negotiations and are long-term investments. The proposed actions are deliberately broad, so that they can be tailored to particular needs.

The success of the proposed interventions will be dependent upon agreement by all stakeholders, in particular the SIG. Discussions between the Scoping Study team and the Chairman of the Public Service Commission and the Permanent Secretary for MWYCFA confirmed their support, especially for the proposed interventions 3 and 4.

The opportunities identified for intervention address all three levels of the three-level framework noted earlier in the report. Some interventions overlap two or three of these areas. The point of this analysis is that interventions need to be made at different levels in order for effective and sustainable change. Many interventions on leadership are made at the agency level, but this is just one component of leadership and does not always have a lasting impact as the investments are made in individuals. This three-fold approach to women's leadership recognises that the root causes of gender inequality contributing to women's lack of leadership are complex. Promoting women's agency alone is not enough if sociocultural norms and practices reinforce inequality.⁵⁴ To reiterate:

Agency: prepares the individual woman for taking on leadership roles, such as increasing knowledge and skills through training or mentoring. This also includes scholarships. Candidate training prior to elections is a typical example of addressing agency.

There is a vast demand for training at all levels and while it is valuable, it often needs to be part of a broader process for the benefits to be sustained.

⁵⁴ DFAT, Office of Development Effectiveness, *Women's Leadership: Evidence Review*, 2014,2

Relations: at community level or work-place level and includes coalitions, collective action such as networks and male champions. The coalition-building practice advocated by PLP fits well into this category and there are good examples in PICs including Solomon Islands.

Structural: addressing harmful cultural and social norms, policy changes such as quotas and reserved seats and other electoral and legislative changes. These are the hardest areas to address and to change, but change in this area should be lasting and sustainable.⁵⁵ Changes that include TSM and the attitudes towards it would be structural changes.

In terms of prioritisation, this is clearly DFAT's prerogative. The Scoping Study Team believes that all interventions are important and can have a valuable impact on improving work on women in leadership and decision-making (WIL) in Solomon Islands. However, if for example, only two were selected, Intervention 3: Support SIG to effectively mainstream gender and Intervention 4: Support MWYCFA to progress work on women in leadership; could potentially have the widest possible reach to the whole of SIG and to Solomon Islands communities.

The proposed interventions were discussed fully in the validation workshop on 06 October 2016 and were subsequently further refined.

Intervention 1: Include women in leadership across all DFAT work

Areas addressed: cross-cutting – applies to the whole of DFAT; all DFAT staff and programs

The focus to date has been on gender equality, which is a prerequisite for WIL. Work on gender equality needs to be expanded to include WIL as an intended, explicit outcome of different programs.

There are numerous good practices in this area already, such as the Tina River Hydro Development and work with SIWIBA and SICCI. Much of the focus is on including a certain number of women on committees and boards. This can be a more explicit focus and outcome to foster and improve meaningful participation and leadership by including women in the design process and decision-making; undertaking proper gender analysis as part of program design. Women on Boards, including SOE boards, can undertake the same training recommended for women in community school and health boards/committee.

If the proposed measures are adopted and become embedded into DFAT's existing structures and management procedures, changes will gradually be realised.

The strategic level of intervention is potentially at all levels.

Proposed actions:

- Make WIL an explicit, intentional, intended outcome wherever possible.
- Include at least 30% women and men on all committees / panels / boards and introduce indicators and targets to reflect this participation.
- Support training for committee and board members to ensure effective participation. (Note, this would be for both men and women).
- Ensure that individual women and women's groups are consulted in program design and any DFAT funded consultations.
- Identify, promote and support male champions in different sectors across DFAT; advisers in line ministries; and DFAT supported programs, who in turn should also encourage men in their respective line ministries to become male champions.
- Promote women's leadership and decision-making within DFAT's media strategies across different aspects of posts operations.
- Include gender equality performance indicators in the Terms of Reference for TA advisors.

⁵⁵ DFAT, Office of Development Effectiveness, *Women's Leadership: Evidence Review*, 2014,2

Intervention 2: Leverage political diplomacy initiatives

Areas addressed: Political, defence cooperation, media

DFAT is in a position to bring in influential leaders to speak and meet Solomon Islanders on a range of issues. It is proposed that these opportunities be used more strategically to demonstrate the possibility and reality of women achieving leadership roles against adverse circumstances. To maximise impact, the Australian Ambassador for Women and Girls (as an example) could speak to selected groups to encourage, inspire and support, such as young women including senior secondary school girls; women in business and the private sector; or women civil society leaders.⁵⁶ It is further proposed that high-level advocates from other Pacific Island Countries could visit Solomon Islands to share experiences.

The gender messaging strategy currently employed by DFAT on high level visits from Australia; Defence Cooperation visits by HMAS vessels; and HOM dialogue with SIG; can be extended to include WIL messages and themes and can be extended for use by radio and print media.

The media has a powerful role to play in disseminating messages as it is the only form of mass media in much of the country. Issues such as TSM and the issue of elected reserved seats need to be understood and supported by the public and the media has a key role in building understanding and alleviating fear.

Proposed actions

- High-level visits to include messaging on WIL.
- Bring women leaders from Australia who have struggled in their journey to become leaders, such as those from indigenous, ethnic minorities, refugee or immigrant backgrounds.
- During Defence Cooperation visits by vessels, include media interviews with high ranking women defence officers, including naval officers.
- Bring male champions from other Pacific Island Countries to Solomon Islands, such as the Prime Minister of Samoa who enabled TSM legislation to be enacted enabling reserved seats for women in the Samoan Parliament.
- Include Solomon Island women in high-level delegations, such as those to visit Australia (such as in Special Visits program).
- DFAT support women's media organisations such as Vois Blong Mere Solomon and Women in Media Solomon Islands to promote messaging on WIL and women's stories.

Intervention 3: Support SIG to effectively mainstream gender

Areas addressed: Governance / gender

There is a clear need to continue to build the technical capacity of government ministries for gender analysis in policy planning, program implementation, and monitoring and evaluation, which has been highlighted by various gender assessment studies. This capacity building with GFPs will be cost-effective and will supplement training that has been provided by MWYCFA. Local consultants can be contracted for parts of this work.

The strategic level of intervention is at all levels but mainly at a structural level. In the long-term it could lead to institutional changes.

⁵⁶ This is using the strategy effectively employed by Michelle Obama to encourage and inspire young women: https://www.youtube.com/results?search_query=michelle+obama+speaks+to+school+girls+in+London

Proposed actions:

- Support a Gender Adviser at Director level in the Ministry of the Public Service⁵⁷ to work with Gender Focal Points (GFP) to enhance their capacity working across SIG. The Gender Adviser will have the following tasks:
 - Support mainstreaming of the national Gender Equality and Women's Development (GEWD) policy across SIG;
 - Assist with developing gender work-plans and relevant gender-budgeting analysis with each Ministry;
 - Provide capacity building and TA to Gender Focal Points and the MWYCFA; including capacity building to Gender Focal Points to assist their Permanent Secretaries to respond effectively to their performance appraisal gender indicators;
 - Assist to institutionalise gender equality measures in Public Service Recruitment such as by ensuring gender balance on panels where possible, and maintaining sex-disaggregated data on applicants by gender;
 - Build capacity to advance policy and manage programs on women's leadership and decision-making across SIG by creating networking and possible mentoring opportunities for women in middle/senior management in public service;
 - Undertake gender audits for different Ministries of the SIG;
 - Conduct an analysis on gender discriminatory policies and practices within the Public Service;
 - Identify male champions in the public service and provide support and training to them and work closely with DFAT advisors within their respective ministries to promote male champions in their ministries.

Intervention 4: Support MWYCFA to progress work on women in leadership and decision-making

Support to the MWYCFA is a key component of the Solomon Islands Country Plan for Pacific Women Shaping Pacific Development. The proposed intervention will address the strong need expressed by women in provinces for focussed training at community level on leadership and decision-making. Working closely with other MWYCFA staff, the proposed position holder will use other areas of women's development as entry points, in particular women's economic empowerment, which can be leveraged to include leadership through training on issues such as governance, strategic planning, budgeting, implementation, proposal writing.

This is a strategic position for a Solomon Island national, who can bring together different initiatives on WIL in the Ministry. It would complement the other DFAT funded position in the Ministry on economic empowerment to develop and provide community level training. This position should have a budget for travel included as the high cost of travel to provinces has been a barrier to date.

MWYCFA has expressed a need for a more coherent approach to WIL and this approach will help unify initiatives under the Ministry, leading to structural change.

Proposed actions:

- Support a position in MWYCFA to take a lead role in developing and delivering training on decision-making and leadership at community and provincial levels, working closely alongside other MWYCFA staff, especially women's economic empowerment. Duties of the post-holder will include:
 - Undertake training and capacity development within the Ministry and work with provincial Women's Development Division (WDD) staff;

⁵⁷ The Chairman of the Public Service Commission and the Permanent Secretary for MWYCFA agree that this position would be best placed in the Ministry of Public Service

- Post-holder to take the lead in reviving the WISDM coalition, working towards affirmative action measures, in partnership with SINCW and CSOs; develop a work-plan and seek funding to implement;
- Assist MWYCFA to implement relevant areas of GEWD policy;
- Promote linkages with CSOs working in this area to strengthen existing programs.

Intervention 5: Support gender equality in education and training

Area addressed: Education; skills for economic growth; scholarships

The role of the education sector as a critical player in gender equality has been largely untapped. There are multiple opportunities to enhance gender equality through the education sector at different levels, leading to changes at the agency, structural and in the long-term institutional levels.

DFAT is already a key player in the education sector through its approximately 23% budget support contribution and is therefore in a position to influence direction. There are several strategic entry points to make an impact on gender equality and thus women in leadership and decision-making in this sector: school leadership training; teacher training; reforming pedagogies; TVET including RTCs; school boards and scholarships.

Proposed actions:

- Support TA to MEHRD to:
 - Finalise and implement MEHRD's gender equality in education policy.
 - Contribute to the Public Service Gender Advisor in the study on gender discriminatory policies and practices but within the MEHRD.
 - Revive/reinforce effective career guidance previously provided by schools to mentor and support female students who have high performance in traditionally male dominated study fields to pursue further studies in those areas.
- Contract a short-term consultant to develop a reader with course notes on women and leadership and decision-making for the USP school leaders' course.
- Support TA to SINU to:
 - Undertake a curriculum review of courses at SINU to seek entry points for WIL.
 - Work with SINU staff to integrate proven pedagogies that enhance girls' learning and improves the self-esteem and confidence of girls.
- Enhance the current work on skills development by making basic courses on gender awareness and decision-making and leadership a component of training at pilot Rural Training Centres (RTC)⁵⁸
- RTC to train female students in sanitation skills such as installing water tanks and water systems to empower them to make decisions in regard to RWASH activities in their own communities.
- Amend scholarships policy to allow for distance learning and study at the Solomon Islands campus of the University of the South Pacific.
- Work with stakeholders to develop and deliver appropriate training for school board members to raise their confidence.

Intervention 6: Support for literacy training for out-of-school women and girls

Areas addressed: economic growth, gender, skills training, education

Low levels of literacy were repeatedly reported to the Scoping Study as a barrier to women's leadership and decision-making. Being able to read, write and count are basic skills that women need in order to become good leaders and the enabling power of literacy is well documented. The Scoping Study team

⁵⁸ Note: this intervention is aimed at all RTC students as it may prove difficult to separate males and females. Young males can develop gender sensitivity through this training. All young people need to be empowered to make sensible decisions, for example around sexual and reproductive health.

was told that women are often left in their villages while men are away working in Honiara or at logging and mining camps. Women have to take on decision-making and leadership responsibilities in their communities and they are greatly handicapped if they are illiterate. When women are literate they are empowered to take up leadership positions such as in church groups or school and health committees. The Mother's Union reported that when their members learn how to read and write, they take up leadership roles in their various savings clubs and Mother's Union groups

Literacy training, including financial literacy, can be added to existing programs to enhance results. For example, illiteracy was identified as a barrier to women's decision-making in markets, so literacy classes could be included in, in the UN Women Markets for Change program. One of the challenges that the YWCA's Rise Up! Program has faced has been widespread illiteracy and low levels of literacy in rural areas. Literacy skills can be enhanced through working with a literacy program such as the Literacy Association of Solomon Islands (LASI), which has developed a proven methodology in Solomon Islands.

A standard literacy test used by the Australia Pacific Technical College (APTC) could potentially be used as an assessment device in this work.

Proposed action:

- Support literacy training as a component of other DFAT supported programs to augment WIL aspects and to scale-up effectiveness.

Intervention 7: Enhance WIL through private sector engagement and economic growth

Areas addressed: Private sector engagement; economic growth

The Scoping Study identified a strong need by women in the private sector (in Honiara and Gizo) for networking opportunities. This is in line with planned activities (2016-2020) under the new "Empowering Women in the Solomon Islands Private Sector Program" funded by DFAT and delivered by the IFC. Launched by Minister for International Development and the Pacific, Concetta Fierravanti-Wells in July 2016, the program will seek to strengthen the role of women in the economy and encourage more female business leaders. Component 1 of the program, "Meri Waka Gender Commitments for Solomon Businesses", will support learning sessions, networking events and workshops for businesses to achieve selected gender commitments. The program will also provide assistance to companies in managing the impacts of GBV in the workplace through improved HR policies and management practices as well as model policies on issues such as sexual harassment and maternity leave. These have been identified as currently lacking. The AUD2.3m program is one of the first activities to be funded under the Solomon Islands Growth Program (SIGP).

This builds on existing work using the convening power of DFAT and supports work by SICCI. This also aligns with DFAT's work in the tourism sector under SIGP.

Mentoring was also identified as a gap by business women. Informal mentoring can be encouraged as well as developing a structured and ongoing program with training for mentors.

Where opportunities present, businesses should be encouraged to adopt the Women's Empowerment Principles in their workplaces (developed by UN Women). These principles offer practical guidance to business and the private sector on how to empower women in the workplace, marketplace and community.⁵⁹

Proposed actions:

- Convene networking opportunities for women working in the private sector to provide an opportunity for sharing experiences and to provide relevant training.

⁵⁹ <http://weprinciples.org/>

- IFC and SICCI to develop model sexual harassment and maternity leave policies and advocate for all SICCI members to adopt into their company policies.
- Support training for mentors in the private sector in parallel with leadership and management opportunities for women employees.
- Encourage SICCI to include WIL as an intended outcome of Component 1 of its work.
- IFC and SICCI to encourage businesses to adopt the Women's Empowerment Principles or She Works Partnership.
- IFC and SICCI to encourage and mentor potential male champions in the private sector.
- WIL to become an explicit objective for savings clubs supported by the Pacific Financial Inclusion Program and other Australian supported savings clubs, such as WARA.
- Encourage SIWIBA to work with provincial women in business organisations such as the Gizo Women in Business Association.

Intervention 8: Enhance training for women in public and private sectors

Areas addressed: Investment in skills training; Private sector engagement; IFC; APTC; scholarships

Women in the private and public sectors identified a need for courses in leadership. This intervention would build on a Certificate IV course on leadership and management that has already been delivered successfully by APTC in Honiara. APTC has indicated that it could be tailored to meet the leadership needs of women across a variety of sectors.

This APTC course would also be appropriate for IFC work with Soltuna and other companies and may be more cost-effective than the option that IFC is considering, which is through Papua New Guinea.

Proposed actions:

- APTC to adapt Certificate course on leadership and management specifically for women in public and private sectors.
- Provide scholarships for women with leadership capability and potential to undertake APTC leadership courses.

Intervention 9: Support health sector to enhance women's leadership and decision-making

Area addressed: health

DFAT provides 23% of budget support to MHMS. While gender is integrated into the new health sector plan, it is mainly focussed on responding to GBV. There are opportunities to better include WIL as health is often a highly feminised sector, both in terms of consumers and providers of health. Currently there are no females in the executive of the Ministry of Health and Medical Services (MHMS) suggesting that there can be improvements made in human resource management practices in the Ministry.⁶⁰ The presence of DFAT advisers in MHMS provides an avenue to influence policy and practices there.

There is a lack of sex-disaggregated data sets in MHMS regarding personnel. Basic data sets built around core indicators provide the evidence and the basis for developing robust gender initiatives including those on WIL. Data also enables measurement of the impact of new measures and initiatives.

Rural Water, Sanitation and Hygiene initiatives (RWASH), led by the MHMS, offer a potentially strong entry point for WIL as women cannot achieve economic empowerment and decision-making roles if basic needs are not met. There is a need to ensure that women are included in all levels of decision-making around RWASH activities as women have been seen in past as passive recipients. Women should be trained in the installation, maintenance and management of water supplies. Problems with

⁶⁰ There are some women in senior management in MHMS (below executive level) including four Heads of Department, one provincial health director, two paediatricians and one ophthalmologist.

sustainable management have been because men are trained and repairs and maintenance get neglected.

International NGOs that are implementing RWASH, such as Live and Learn; Save the Children Australia; Water Aid; maintain that they do include women in decision-making. This can be better measured by strengthening gender indicators to reflect women's participation in decision-making. Under the Community Led Total Sanitation (CLTS) program, equal numbers of men and woman should be on committees to make decisions and drive local initiatives forward.

Proposed actions:

- The proposed Gender TA for the Ministry of Public Service can be utilised to integrate WIL into MHMS operational and program areas, including encouraging women to apply for senior positions in the MHMS; providing them with support and training to undertake roles effectively.
- MHMS to systematically collect sex-disaggregated data in the core indicator set.
- All boards and governance mechanisms of MHMS should have equal numbers of women members.
- RWASH: strengthen gender indicators to reflect women's participation in decision-making for example, number of women included in Management and Maintenance Committees; the number of women trained in the installation, repairs and maintenance of water and sanitation systems.

Intervention 10: Support for young women leaders

Areas addressed: political, gender

There is increased recognition of the importance of nurturing young women as potential leaders. Successful programs such as the SI YWCA Rise Up! Program can be built upon and enhanced. (Funded through World YWCA). There is potential to expand and enhance this work. One option is to expand to include a mentoring programme for Rise Up! Alumni. A common weakness identified with leadership training is the lack of follow-up and support to participants and such an approach could fill this gap. The YWCA has materials that were previously developed by a RAMSI funded team and several mentors that were trained under this programme. The mentorship training can be focussed on decision-making and leadership. This program is aimed at young women in rural communities and urban settlements.

There is also scope to work with young women leaders in secondary schools for example by offering the UN Women Transformational Leadership Training. A possible partner for such work is the Young Women's Parliamentary Group (YWPG) which has experience with this training.

Proposed actions:

- Support YWCA to revive its mentoring program as a follow up for Rise Up! Alumni.
- Seek partner to offer the Transformational Leadership Training to promising female leaders in secondary schools (through UN Women).

Intervention 11: Support to Political Parties Integrity Commission (PPIC) and Electoral Commission

Areas addressed: political, governance

These two bodies are working on changes to the electoral system and need support at the technical level as well as for advocacy and awareness raising on TSM. Work through these two bodies can help women by addressing systemic issues in the electoral system. By taking work to this level, it makes it a more gender-neutral platform rather than working through women only organisations. This could be through the avenue of DFAT funded UNDP support.

Changes at this level could potentially lead to lasting institutional changes with widespread benefits. The institutional changes will need to be accompanied by training and advocacy in order to change

widely held attitudes. Coalition building will be an essential part of advocacy as it was with Family Protection Act and assistance will be needed to support this process.

Proposed actions:

- Provide TA to strengthen functioning of PPIC and Electoral Commission so that they can focus on priority areas of work including WIL activities.
- Initiate and strengthen women's lobbying coalitions by providing a safe space to foster togetherness, share resources and build leadership.

Intervention 12: Support for women, peace and security

Area addressed: governance, gender

DFAT is supporting MWYCFA to develop a national action plan on women, peace and security (WPS). MWYCFA will need support to implement the action plan.

WIL can be explicitly addressed in this context, for example through building a coalition around women, peace and security.

At the national summit to discuss the WPS national action plan, it was revealed that the Ministry of National Unity, Reconciliation and Peace (MNURP) did not include women in decision-making regarding the national peace strategy. Currently almost all of the Peace Building Officers of the MNURP are males. More women urgently need to be trained to fill these roles in order to have an inclusive process.

Proposed actions:

- TA proposed for MWYCFA (in Intervention 4) to support implementation of the National Action Plan on WPS
- DFAT to consider provision of TA to MNURP, possibly through UNDP to undertake tasks such as recruiting and training of female Peace Building Officers of the MNURP

CONCLUSION

Official discourse from the SIG suggests that there is a sound level of awareness as well as good intentions and commitment towards gender equality, eliminating the pervasive problem of gender-based violence and supporting women in leadership. While there have been positive developments in Cabinet-endorsed gender policies, there are clearly obstacles to their effective implementation which has been weak.

The SIG clearly has many competing priorities for its attention and its resources. Yet due to structural and institutionalised inequalities, the country is losing out on half of its human resources, its women. These entrenched inequalities have reinforced stereotypical attitudes towards the roles and responsibilities of women with the net result that women are marginalised from many areas of participation in national life. A critical mass of women leaders is needed to change the balance.

Inequalities are reflected in every sector and need to be proactively addressed by the SIG, civil society and development partners, of which DFAT plays a major role in the provision of resources and in its influence.

Many lessons have been learned in recent years. We can no longer see leadership in a vacuum or in isolation and must recognise the need to integrate decision-making and leadership into and integrated into other programs, especially those relating to economic empowerment. An important lesson is to build on the transformational power of literacy for rural women and to engage with a wide range of stakeholders.

Another lesson learned in development practice is that interventions on women in decision-making and leadership need to address different levels: agency, relational and structural. There is a need to be aware of these different levels and the relationships between them, to build effective and sustainable outcomes.

Annex 1

Terms of reference

Scoping Study on Women's Leadership and Decision-making Solomon Islands

Reports to:	DFAT Counsellor – Human Development and Second Secretary (Development Cooperation)
Location:	Solomon Islands, Provincial travel will be required
Duration:	Up to 37 days (Consultancy Team) Up to 11 days (SSGM Team)
ARF Classification:	Discipline Group C, Level 4 (Scoping Study Team Leader)

1 Background

Gender inequality remains a significant development challenge for many countries in the world – including those in the Pacific. It has been widely recognised and accepted that when you exclude half of the population from leadership and economic opportunities, nations will not reach their full potential.

In Solomon Islands, the statistics are staggering. Only one of fifty members of parliament is a woman, and there are only three female provincial members across the country. Only a small proportion of women participate in the formal labour market, largely in low-paid and low-skilled jobs. In addition, two thirds of ever-partnered women have experienced some form of violence at the hands of their intimate partner.

Improving gender equality in Solomon Islands will take a sustained effort, over many decades. Implementing interventions that are prioritised and appropriate for the Solomon Islands context will be key to advancing gender equality in-country.

Australia has a strong focus on progressing gender equality in Solomon Islands across its operations, overseen by Honiara Post's Gender Working Group. This engagement covers a number of areas, including the foreign policy, public diplomacy, economic diplomacy, aid, defence cooperation and trade spheres. For example, gender is a key feature with the 2015 Economic Diplomacy strategy and a priority within the Solomon Islands Aid Investment Plan⁶¹.

However, the bulk of Australia's investments in gender equality in Solomon Islands have focused on ending violence against women and women's economic empowerment. There has been only modest in-country investment on women's leadership and decision-making to date, and this has been undertaken in a largely ad hoc manner. While Honiara post has identified a need to improve approaches to, and investment in, women's leadership and decision making, support is needed to determine the scope and shape of any potential future investments in this space as well as to ensure that any financial investments are coupled with diplomatic and advocacy strategies to advance lasting change.

This Terms of Reference proposes a Scoping Study on Women's Leadership and Decision-making in Solomon Islands, with a view to informing future Australian investment, advocacy and engagement in

⁶¹ The Solomon Islands Gender Program sits under the Pacific Women Shaping Pacific Development umbrella. Pacific Women is an ambitious 10 year \$320 million program supported by the Australian Government to improve the political, economic and social opportunities of Pacific women in 14 Pacific countries. Pacific Women supports Pacific countries to meet the commitments made in the 2012 Pacific Islands Forum Leaders' Gender Equality Declaration and works with Pacific governments, civil society organisations, the private sector, and multilateral, regional and United Nations agencies in three key areas: women's leadership, women's economic empowerment and ending violence against women.

this space. The Scoping Study will be specific to Solomon Islands and promote a holistic and coordinated approach to supporting women's leadership and decision-making in-country across the different spheres of Honiara Post's operations.

2 Objectives

The objective of this consultancy is to undertake a Scoping Study that will provide recommendations for future DFAT engagement on women's leadership and decision-making in Solomon Islands. Specifically, this Scoping Study will:

- Examine lessons learnt and best practice from women's leadership and decision-making activities within Melanesia, with a particular focus on Solomon Islands;
- Ascertain the current status of women's leadership and decision-making in Solomon Islands, including challenges, constraints and opportunities, across a number of different spheres, such as within politics (both at the national and sub-national level), across the public, private, business and community sectors, and within the context of UN Security Council Resolution 1325 on Women, Peace and Security;
- Identify both current and past investments, advocacy mechanisms and engagement opportunities aimed at addressing women's leadership and decision-making in Solomon Islands as well as any existing evidence on relative effectiveness (note: no evaluations of the effectiveness of past or existing initiatives are to be conducted as part of this Scoping Study); and,
- Propose a series of recommendations on how Honiara Post can improve approaches to, and investment in, women's leadership and decision making in Solomon Islands across the breadth of its operations, including across the foreign policy, public diplomacy, economic diplomacy, aid, defence cooperation and trade spheres as well as opportunities for public-private collaboration.

DFAT will use the findings and recommendations from the Scoping Study to inform future investment, advocacy and engagement on women's leadership and decision-making by Honiara Post across the different spheres of its operations. Findings and recommendations will also feed into the next iteration of the *Pacific Women* Solomon Islands Country Plan.

The final Scoping Study should align with the **Pacific Women Shaping Pacific Development** Women and Leadership Roadmap currently being developed (Terms of Reference for Development of the Roadmap for Women and Leadership are attached).

3 Scope of the Assignment

The Scoping Study on Women's Leadership and Decision Making will be the first of its kind commissioned by DFAT in Solomon Islands. It is envisaged that the Scoping Study will need to cover a number of different areas, noting the modest engagement on women's leadership and decision-making by Honiara Post to date. These must include at a minimum:

- Politics, including political positions as elected members or MP staff, temporary special measures and political representation at national, provincial and council levels;
- Business, either through Small Medium Enterprises, entrepreneurship, business associations, state owned enterprises or media;
- Government, including representation within the upper echelons of the Solomon Islands Public Service;
- Civil society, including women's groups active in Solomon Islands;

- Community, such as membership on school boards and high-level representation within church structures; and,
- Male champions of change across all of the above areas.

The above list of areas is deliberately broad. Given the modest engagement by Honiara Post to date on women's leadership and decision-making, the Scoping Study will need to cover a wide range of areas to determine where Honiara Post's resources would be best placed.

The final Scoping Study should provide recommendations that leverage momentum instigated by Solomon Islands Government and development partners, as well as strengthen and develop work already being undertaken by Honiara Post across the different spheres of its operations. Final recommendations could cover any of a number of different interventions, but should be prioritised and realistic, taking into account DFAT's current capacity and resource capabilities. In completing the Scoping Study, the following questions will guide the Scoping Study team:

Overarching

- How can the Australian High Commission, through its engagement across the foreign policy, trade and aid spheres, effectively support women's leadership and decision-making in Solomon Islands?
- How can current and future investments target women's leadership and decision-making?
- Where should Australia invest and which areas would make the most difference and why?

Research

- What do we already know about the lessons learned for women's leadership and decision-making in Solomon Islands?
- What is the current status of women's leadership and decision-making at all levels (Political – National and Provincial, Public service, Private and business sector and in civil societies and communities) in Solomon Islands? How is women's leadership progressing in the context of UN Security Council Resolution 1325 on Women, Peace and Security?
- What promotes and drives change to enhance women's leadership and decision-making in Solomon Islands?
- Where have women in Solomon Islands succeeded, how have they succeeded and why?
- What constrains women's leadership and decision-making in Solomon Islands?
- What are the critical factors supporting women in gaining leadership positions in Solomon Islands?

Policies and legislation

- Are there policies, legislation and by-laws in Solomon Islands that support women's leadership and decision-making?

Advocacy

- Is the Solomon Islands Government policy agenda and the Australian aid program's policy advocacy agenda on women's leadership and decision-making sufficiently calibrated to where investments will have the most impact and manage the greatest risks?
- Are there institutions and organizations that are driving change in Solomon Islands? If so, who are they and how can DFAT support their work?
- Are there any male 'champions of change' and is there opportunity to build a supportive network for women and leadership in Solomon Islands?

Programs for women's leadership and decision-making

- Are there programs/projects currently being implemented in Solomon Islands that target women's leadership and decision-making?
- Are there training, mentoring and networking opportunities available and accessible to women in Solomon Islands?
- What are the opportunities for new investments by Honiara Post in women's leadership and decision-making, and with which partners?

The Scoping Study team will engage closely with DFAT (in particular Aid, Political, Defence Cooperation, and RAMSI Office of the Special Coordinator teams within the Australian High Commission) throughout the course of the Scoping Study. The Scoping Study Consultancy Team will also engage with Solomon Islands Government and key development partners (UN agencies, NGOs and CSOs) in the course of their work.

The Scoping Study Consultancy Team will also be expected to liaise closely with the team separately tasked with developing the Pacific Women Shaping Pacific Development Women and Leadership Road Map to ensure alignment of findings and recommendations as much as practicably possible.

4 Inputs

The Scoping Study on Women's Leadership and Decision-making in Solomon Islands will be conducted in a phased approach and incorporate input from both the State, Society and Governance in Melanesia Program at the Australian National University and a consultancy team engaged through the Pacific Women Support Unit (note, support from the State, Society and Governance in Melanesia program will be drawn from an existing agreement in place between DFAT and the Australian National University). Inputs from each will be as follows:

State, Society and Governance in Melanesia Program (Australian National University)

Building on its extensive experience in the Pacific region, the State, Society and Governance in Melanesia Program will play a key role in the Scoping Study on Women's Leadership and Decision-making by drawing from and applying regional learnings to the Solomon Islands context. The input from the State, Society and Governance in Melanesia program will start the same time that the Scoping Study Team Leader is engaged on 1 July 2016. Specifically, input from the State, Society and Governance in Melanesia Program will include the following:

- 1) Complete a comprehensive literature review on women's leadership and decision-making. The final literature review will be no more than fifteen pages and draw off findings from across Melanesia, with a particular focus on Solomon Islands. It will cover women's leadership and decision-making in a number of different sectors, including politics and the public, private, civil society and community sectors. It is also expected that the final literature review will include a detailed analysis of the current state of women's leadership and decision-making in Solomon Islands.
- 2) The production of three case studies of previous experiences within Melanesia on women's leadership and decision-making that have led to positive change.

Case studies may draw off a number of experiences within Melanesia, such as the Women in Shared Decision Making⁶² initiative in Luganville, Vanuatu. Case study topics are to be

⁶² The Women in Shared Decision Making initiative in Vanuatu was closely associated with the enactment of the amendment Bill to the Decentralization and Municipalities Acts (2013) that provide reserved seats for women at municipal level. In late 2013, five women candidates were elected to the Port Vila Municipal Council under the amendment. PLP has continued to work with WISDM into PLP Phase 3, supporting the Vanuatu

proposed by the State, Society and Governance in Melanesia program and submitted to DFAT, through the Scoping Study Team Leader, for final approval before proceeding. Case studies should cover at least three of the six areas outlined in the 'Scope of Assignment' of this Terms of Reference. Alignment between at least one of the case studies and the convening mission below should be pursued if practicably possible.

Final case studies should be no more than five pages long and illustrate examples of positive change by clearly outlining the context, intervention, and outcomes. Case studies should also include detailed discussion on how such changes occurred and what lessons are evident for Solomon Islands. It is expected that the case studies on women's leadership and decision-making in Melanesia will feed into and complement the literature review.

The three case studies and literature review produced by the State, Society and Governance in Melanesia program will feed into and inform the synopsis paper developed by the Scoping Study Consultancy Team.

- 3) Facilitation of a convening mission in Honiara to share lessons learned within Melanesia and canvas options for similar interventions within Solomon Islands. The convening mission should engage key interlocutors from within the region as well as across Solomon Islands Government and the business and community sectors in-country. It is envisaged that the convening mission will comprise a one to two-day workshop with key stakeholders, prosecuting issues for discussion arising from the case studies, literature review and synopsis report. The final output of the convening mission should be concrete, practical recommendations for consideration within the final Scoping Study.

It is recognized that the final scope and nature of the convening mission will be dependent on multiple external factors. However, it is envisaged that all reasonable efforts will be made to explore the possibility of engaging interlocutors from the Women in Shared Decision Making Initiative in Luganville, Vanuatu. The State, Society and Governance in Melanesia Program will be required to submit its convening mission program to DFAT, through the Scoping Study Team Leader, for final approval at least three weeks in advance of the convening mission itself. The State, Society and Governance in Melanesia Program will be responsible for all travel arrangements for their own staff and for all external parties (those residing outside of Honiara, Solomon Islands) invited to attend the Convening Mission, as well as for arranging all other logistics for the Convening Mission.

The convening mission will take place at the same time as the first in-country mission by the Scoping Study consultancy team.

Inputs from the State, Society and Governance in Melanesia Program will fall under the overall leadership and coordination of the Scoping Study Team Leader. The nominated staff from the State, Society and Governance in Melanesia program undertaking the tasks outlined in the Terms of Reference will thus be accountable and report to the Scoping Study Team Leader on output timing and quality. These arrangements are essential to ensure that all inputs are tightly aligned and contribute to cohesive and comprehensive final Scoping Study.

Scoping Study Consultancy Team

Department of Women's Affairs (DWA) and the Elections Office around municipal elections in Luganville in July 2015. Five women were subsequently voted into the Luganville Municipal Council, one woman counsellor via an open seat.

DFAT will separately engage a Scoping Study Consultancy Team through the Pacific Women Support Unit. The Scoping Study Consultancy Team, under the leadership of the Scoping Study Team Leader, will have overall responsibility for the completion of the Scoping Study on Women's Leadership and Decision-making. Specifically, the Scoping Study Consultancy Team will:

- 1) Complete a synopsis paper on Pacific regional lessons on women's leadership and decision-making. The final synopsis paper should draw out key themes and common contextual factors from across the region, with a particular emphasis on application to Solomon Islands. The final synopsis paper should focus on areas that are not already covered by other synopses to the extent possible (as well as clearly identify other relevant synopses) and clearly identify areas where there has been little or no research and limited practical application.

The final synopsis paper should be a forward-looking document that builds on the lessons learned and gaps identified in the literature review and outlines ideas and directions to be tested and developed throughout the consultation and design process. It should be no more than 10 pages long.

- 2) Conduct two in-country missions to Solomon Islands. The first in-country mission will be devoted to stakeholder engagement and information finding as well as provincial travel. The second will be focused on data verification and solidifying recommendations for inclusion in the final Scoping Study. Specifically:

- The first mission will include extensive consultations by the Scoping Study Consultancy Team with key interlocutors from across the political, public, private, civil society and community sectors in Solomon Islands. It will also include two short provincial visits to ensure views from outside of Honiara are adequately captured. The first mission is estimated to be up to 8 days (excluding travel).

The convening mission led by the State, Society and Governance in Melanesia program will be held the same week as the first in-country mission in order to allow sufficient engagement by the Scoping Study Consultancy Team and cross-pollination of findings. It is expected that the two teams will work closely together to develop a program for the visit and that State, Society and Governance in Melanesia program team will help facilitate stakeholder meetings and provide research support as required.

- The second mission will include follow-up consultations with key interlocutors, and a validation workshop with participation by stakeholders across the political, public, private, civil society and community sectors in Solomon Islands. The Scoping Study Consultancy Team will also present on the findings of the two scoping missions to the DFAT Gender team and the Honiara Post Gender Working Group. The second mission is estimated to be up to 5 days (excluding travel).

- 3) Develop the final Scoping Study. The final Scoping Study should be no more than 40 pages and draw off both the synopsis report and extensive consultation undertaken by the Scoping Study Consultancy Team as well as the case studies and literature review undertaken by the State, Society and Governance in Melanesia program team. It should contain clear, practical recommendations for future engagement by Honiara Post in support of women's leadership and decision-making across the breadth of its operations.

Noting that this Scoping Study deliberately covers a broad range of areas and includes input from two different teams, the Scoping Study Team Leader will play a critical role in managing overall scope and ensuring all inputs are adequately coordinated and aligned.

5 Duration and Phasing

The Scoping Study team will commence no later than **1 July 2016** and complete the in-country missions (including the convening mission to be facilitated by the State, Society and Governance in Melanesia program) by **30 September 2016**. The final Scoping Study is due to be submitted and finalized by **30 October 2016**. Up to **37 days** (including travel) of the Scoping Study Consultancy Team members will be allocated as indicated below. The estimated timing and duration for the services are outlined in the below tables.

Task	Duration	Responsibility	Dates (proposed)
Case studies and literature review on women's leadership and decision-making in Melanesia (To be conducted by the State, Society and Governance in Melanesia program)	10 days	<u>SSGM</u> 2 persons: 5 days each <u>Consultancy Team</u> Team Leader: 1 day	Early to mid-July
Synopsis paper and in-country mission preparation	7 days	<u>Consultancy Team</u> Team Leader: 7 days Regional Consultant: 3 days National Consultant: 3 days	Mid-July to early-August
First In-country mission (Note, this includes the convening mission to be facilitated by the State, Society and Governance in Melanesia program)	8 days	<u>SSGM</u> 2 persons: 4 days each <u>Consultancy Team</u> Team Leader: 8 days Regional Consultant: 8 days National Consultant: 8 days	Early-mid August pending participant availability for Convening Mission
Draft Scoping Study report on Women's Leadership and Decision-making	8 days	<u>Consultancy Team</u> Team Leader: 8 days Regional Consultant: 4 days National Consultant: 4 days	Mid-August to mid-September
Second In-country mission	5 days	<u>Consultancy Team</u> Team Leader: 5 days Regional Consultant: 5 days National Consultant: 5 days	Mid-September
Finalise Scoping Study report on Women's Leadership and Decision-making	4 days	<u>Consultancy Team</u> Team Leader: 4 days Regional Consultant: 2 days National Consultant: 2 days	Draft final report due 15 October to DFAT for comment Final report due 30 October
Travel days	Up to 4 days	<u>SSGM</u> 2 persons: 2 days each <u>Consultancy Team</u> Team Leader: 4 days Regional Consultant: 2 days	

Total	Consultancy Team Up to <u>37 days</u> for the Team Leader (including travel time) Up to <u>24 days</u> for the Regional Consultant (including travel time) Up to <u>22 days</u> for the National Consultant (including travel time) SSGM Team Up to 11 days for 2 people each (including travel time)
--------------	--

6 Reporting and Outputs

The Scoping Study Consultancy Team and the State, Society and Governance in Melanesia Team, under the overall leadership of the Scoping Study Team Leader, will be required to provide the following reporting and outputs:

- A comprehensive literature review on women's leadership and decision-making. The final literature review will be no more than fifteen pages and draw off findings from across Melanesia, with a particular focus on Solomon Islands. It will cover women's leadership and decision-making in a number of different sectors, including politics and the public, private, civil society and community sectors. The final literature review will also include a detailed analysis of the current state of women's leadership and decision-making in Solomon Islands.
- Three case studies on previous experiences within Melanesia on women's leadership and decision-making that have led to positive change. Final case studies should be no more than five pages long and clearly outline the context, intervention, and outcomes. Case studies should also include detailed discussion on how such changes occurred and what lessons are evident for Solomon Islands. (Note: case studies are to be completed by the State, Society and Governance in Melanesia program and not the Scoping Study Consultancy Team).
- A synopsis paper on Pacific regional lessons on women's leadership and decision-making. The final synopsis paper should be a forward-looking document that builds on the lessons learned and gaps identified in the literature review and outlines ideas and directions to be tested and developed throughout the consultation and design process. It should be no more than 10 pages long.
- An aide memoire prior to leaving Solomon Islands as part of the second in-country mission on the Scoping Study. The final aide memoire should be no more than five pages and meet DFAT quality standards for aide memoires; and,
- A final Scoping Study that has been completed to requisite standards and formally approved by DFAT. The final Scoping Study should be no more than 40 pages, and contain clear, practical and well thought out recommendations for future engagement by Honiara Post to support women's leadership and decision-making in Solomon Islands. Recommendations within the final Scoping Study must cover the breadth of Honiara Post's operations, including its engagement across the foreign policy, public diplomacy, economic diplomacy, aid, defence cooperation and trade spheres.

All reporting must be clear, concise and well written. DFAT will provide the Scoping Study team with guidance on quality standards for aide memoires, including the Aide Memoire template: [The Aide Memoire Outline](#).

6 Team Composition and Personnel Specifications

The Scoping Study Consultancy Team will be composed of three persons. This will include a Team Leader – Gender Equality Specialist (ARF C4), a regional consultant and a national consultant.

The Scoping Study Team Leader will lead and coordinate the Scoping Study (including potential input from members of the State, Society and Governance in Melanesia program at ANU) as well as direct inputs from other team members and be ultimately responsible for each output. Personnel specifications are as follows:

1. The **Team Leader (Gender Equality) Expert (C4)** will have the following qualifications and experience:

- Relevant post-graduate tertiary qualifications (gender, international development, program design and evaluation or other related field);
- Demonstrated record in conducting participatory consultations with women's and men's groups;
- Experienced in undertaking cross-cultural assessments, ideally scoping studies and designs;
- Familiarity with frameworks, theoretical approaches and programming models for women's empowerment, with an emphasis on women's leadership and decision-making;
- Comprehensive experience and understanding of gender issues in the Pacific, particularly in the area of women's leadership and decision-making;
- Excellent report writing skills and ability to work within tight deadlines; and,
- Strong experience leading teams, excellent interpersonal skills and the ability to adapt communication to different audiences.

The following experience and/or qualifications are desirable:

- Experience working in Melanesia and specific knowledge of Solomon Islands; and,
- Experience of DFAT design processes.

Task	Duration (reflects maximum estimated no. of days/task)	Dates (proposed)
Oversight literature review and case studies, lead synopsis paper and in-country mission preparation	8 days	Early July to early August
First In-country mission (Note, this includes the convening mission to be facilitated by the State, Society and Governance in Melanesia program)	8 days	Early to mid-August
Lead development of Draft Scoping Study report on Women's Leadership and Decision-making	8 days	Mid-August to mid-September
Second In-country mission	5 days	Mid-September

Lead finalisation of Scoping Study report on Women's Leadership and Decision-making	4 days	Mid-September to late-October
Travel days	4 days	
Total	Up to 37 days for the Team Leader	

2. **The Regional Consultant (Gender Equality)** will have the following qualifications and experience:

- Relevant tertiary qualifications (gender, international development, program design and evaluation or other related field);
- Exceptional understanding of the Pacific region and the Melanesian context in particular;
- Strong understanding of gender issues within Melanesia, and the Pacific; and,
- Strong people skills, ability to speak with influence and manage stakeholder expectations.

The Regional Consultant (Gender Equality) tasks and input will be as follows:

Task	Duration (reflects maximum estimated no. of days/task)	Dates (proposed)
Contribute to synopsis paper and in-country mission preparation, including by providing regional perspectives	3 days	Mid-July to early-August
First In-country mission (Note, this includes the convening mission to be facilitated by the State, Society and Governance in Melanesia program)	8 days	Early to mid-August
Contribute to Draft Scoping Study report on Women's Leadership and Decision-making	4 days	Mid-August to mid-September
Second In-country mission	5 days	Mid-September
Contribute to finalise Scoping Study report on Women's Leadership and Decision-making	2 days	Mid-September to Late October
Travel days	Up to 2 days	
Total	Up to <u>24 days</u> for the Regional Consultant.	

3. The **National Consultant (Gender Equality)** will have the following qualifications and experience

- Relevant tertiary qualifications (gender, international development, program design and evaluation or other related field);
- Exceptional understanding of the Melanesian context and Solomon Islands in particular;

Task	Duration (reflects maximum estimated no. of days/task)	Dates (proposed)
Contribute to synopsis paper and in-country mission preparation, including by bring Solomon Islands country perspectives to the document	3 days	Mid-July to early-August
First In-country mission (Note, this includes the convening mission to be facilitated by the State, Society and Governance in Melanesia program)	8 days	Early to mid-August
Contribute to Draft Scoping Study report on Women's Leadership and Decision-making	4 days	Mid-August to mid-September
Second In-country mission	5 days	Mid-September
Contribute to finalise Scoping Study report on Women's Leadership and Decision-making	2 days	Mid-September to Late October
Total	Up to <u>22 days</u> for the National Consultant.	

The National Consultant (Gender Equality) tasks and input will be as follows:

- Strong understanding of gender issues within Melanesia, and specifically Solomon Islands;
- Strong people skills, ability to speak with influence and manage stakeholder expectations; and,
- Fluency in Solomon Islands pidgin.

The State, Society and Governance in Melanesia program will nominate its own human resources to undertake the work and manage these staff on a day-to-day basis to ensure that all work is completed on time and to requisite research standards. However, given the Scoping Study Team Leader is accountable for all outputs identified in this Terms of Reference, staff of the State, Society and Governance in Melanesia program will also be required to report and be accountable to the Scoping Study Team Leader for the quality and timeliness of outputs.

It is expected that no more than two people from the State, Society and Governance in Melanesia program will travel to Solomon Islands to facilitate the convening mission. The State, Society and Governance in Melanesia program will be responsible for all travel arrangements for their own staff and for all external parties invited and endorsed by DFAT to attend the Convening Mission.

7 Selected References

The selected references listed below will be provided by DFAT as context for the development of the Scoping study. It is expected that the Scoping Study team will identify and use a wider range of references during the course of the literature review and broader Scoping Study:

- Solomon Islands Aid Investment Plan
- DFAT Gender Equality and Women's Empowerment Strategy
- Solomon Islands Pacific Women Country Plan
- Solomon Islands Government Gender Equality and Women's Empowerment Strategy
- "Women's political and administrative leadership in the Pacific", N Haley & K Zubrinich, 2016, State, Society & Governance in Melanesia
- "Women's Leadership in the Pacific", A McLeod, 2015, through the Development Leadership Program University of Birmingham;
- "Mapping of existing legislation, programs and other mechanisms to support Women's Leadership in the Pacific", H Tavola, 2014, Pacific Women
- "Women leading change", 2011, AusAID <http://dfat.gov.au/about-us/publications/Pages/women-leading-change.aspx>
- "Australians National Action Plan on Women, Peace and Security 2012-2018", 2012, Australian Government
- "Empowering Women: Australia's support for gender equality and the empowerment of women", 2015, DFAT <http://dfat.gov.au/about-us/publications/Pages/empowering-women-australias-support-for-gender-equality.aspx>
- "Safe. Respected. Included. Connected. Skilled. A Pacific Young Women's Leadership Strategy 2011-2014.", Pacific Leadership Program and World YWCA [http://www.unicef.org/pacificislands/YWCA_PYWLS_-_final\(1\).pdf](http://www.unicef.org/pacificislands/YWCA_PYWLS_-_final(1).pdf)
- Empowering Young Women to Lead Change, 2006, World YWCA and UNFPA <http://www.worldywca.org/Resources/YWCA-Publications/Empowering-Young-Women-to-Lead-Change>,
- "Rise Up! Young Women's Leadership Programme", news article, World YWCA <http://www.worldywca.org/YWCA-News/World-YWCA-and-Member-Associations-News/Rise-Up!-Young-Women-s-Leadership-Programme>
- "Young Pacific women map out the future they want", news article, World YWCA <http://www.worldywca.org/YWCA-News/World-YWCA-and-Member-Associations-News/Young-Pacific-women-map-out-the-future-they-want>
- "Pacific Women's Leadership Program (2012-2015). Overview of program achievements: Fiji, Papua New Guinea, Solomon Islands", 2015, IWDA <https://www.iwda.org.au/resource/4857-2/>
- "Working Effectively with women and men in water, sanitation and hygiene programs, resource guide", IWDA et al <https://www.iwda.org.au/resource/working-effectively-with-women-and-men-in-water-sanitation-and-hygiene-programs-resource-guide/>
- www.pacificwomen.org
- "Pacific Women's Leadership Scoping Study", 2014, Pacific Leadership Program <http://www.plp.org.fj/resource/reports/>

- “Solomon Islands Leadership Mapping Report (2011)”, 2014, Pacific Leadership Program <http://www.plp.org.fj/resource/reports/>
- “Evaluation Report 2013. YWAC of Solomon Islands. Rise Up! Young Women’s Leadership Program”, Pacific Leadership Program <http://www.plp.org.fj/resource/reports/>
- “Being the First: Storis Blong Oloketa Mere Lo Solomon Aelan”, 2009, RAMSI
- “2011 Panatina Compact on Temporary Special Measures for Women in Solomon Islands Legislature”, 2011, NCW, Women in Parliament & MWYCFA <http://www.pacwip.org/resources/uploads/attachments/documents/Solomons%20-%20Communique%20-%20TSM%20workshop%20-%20071011.pdf>
- “Advancing Gender Justice in the Pacific”, fact sheet. UN Women <http://asiapacific.unwomen.org/en/countries/fiji/advance-gender-justice>
- Quota Project, Solomon Islands Country profile, <http://www.quotaproject.org/uid/countryview.cfm?country=194>

ANNEX 2

LIST OF PEOPLE CONSULTED

NAME	ORGANISATION	POSITION
HONIARA		
HE Andrew Byrne	DFAT ⁶³	High Commissioner
Michael Hassett	DFAT	Minister Counsellor & Deputy High Commissioner
Melissa Stutsel	DFAT	Counsellor Human development
Chantelle Boland	DFAT	Second secretary Gender
Sarah Leary	DFAT	Second secretary Economic diplomacy and trade
Ella Kauhue	DFAT	Program manager Private Sector Development and Financial Inclusion
Brenda Waleka	DFAT	Program manager economics and trade
Ednah Ramoau	DFAT	Senior program Manager Gender
Gina de Pretto	DFAT	First Secretary Health
Natalina Hong	DFAT	Assistant program manager Health
Alice Fakarii	DFAT	Program manager education
Ravin Dhari	DFAT	Program manager education
Rebecca Gibb	DFAT	Counsellor Economics and strategy (Ag)
Skyneck Opepiko	DFAT	Program manager infrastructure
Brown Onahikeni	DFAT	Program Manager -growth and livelihoods
Judy Arumae	DFAT	Senior program Manager - infrastructure
Snehal Sosale	DFAT	Second secretary governance
Lanita Waleanisia	DFAT	Program manager- strategy, performance and budget
Edward Suinao	DFAT	
Peter Adams	DFAT	Second secretary- Justice
Grant Follett	DFAT	First secretary Justice
Jessica Suri	DFAT	Program Manager justice
Danny Nugent	DFAT	Second secretary Budget/volunteers
Jasmine Cernovs	DFAT	Minister counsellor (Ag)
Fiona Hoggart	DFAT	Counsellor (political)
Lisa Chadderton	DFAT	Second secretary political
Nicole Hirst	DFAT	Second secretary political
Rinnie Herming	DFAT	Program Manager Governance
Gary Fuss	DFAT	Defence
Quinton Devlin	RAMSI	Special Coordinator
Tanya Morjanoff	DFAT	Second secretary economics & governance

⁶³ DFAT = Australian Department of Foreign Affairs and Trade

Michael Crowe	DFAT	Second secretary education
Sarah Twigg	IFC	Operations officer
Amy Luinstra	IFC	Program Manager
Vsevolod Payevskiy	IFC	
Ethel Sigimanu	MWYCFA ⁶⁴	Permanent Secretary
Eliam Tangirongo	Public Service Commission	Chairman
Pauline Soaki	MWYCFA - Women's Development Division (WDD)	Director
Calvin Ziru	Office of the Registrar, Political Parties Integrity Act Commission	Registrar
Nego Sisiolo	Ministry of Public Service	Permanent Secretary
Reuben Alitoni	Ministry of Public Service	Ag Asst Secretary, GFP ⁶⁵
Amy Dysart	Water Aid	Country Representative
Mary Elizabeth Ramosaea	Water Aid	
Janes Imanuel Ginting	World Vision	Country Director
Maria Adelaida Alberto	World Vision	Gender Program Manager
Peter Iroga	World Vision	
Delvene Boso	World Fish	
Lily Chekana	Guadalcanal Council of Women	
Elmah Panisi	Live and Learn	Country coordinator
Priscilla Maeniuta	Literacy Association of Solomon Islands (LASI)	
Doreen Fernando	Oxfam	Country programs manager
Delores Devesi	Oxfam	
Robert Zutu	DSE / ADRA	Chairperson DSE
Wilson Sam	Coalition of Education Solomon Islands	
Harry James Olikwailafa	Honiara Youth Council	President
Pioni Boso	Women's Rights Action Movement (WRAM)	Program Manager
Mary Vunagi + about 30 members from national women's synod	Mothers' Union, Anglican Church of Melanesia (ACOM)	President
Savina Nongebatu	People with Disabilities Solomon Islands	Office manager
Shiv Nair	Save the Children Australia	Country Director
Kristy Nowland	UN Women	Markets for Change
Audrey Manu	UN Women	
Shalom Akao Waita	UN Women	

⁶⁴ MWYCFA = Ministry of Women, Youth, Children and Family Affairs

⁶⁵ GFP = Gender Focal Point

Mr Ajilon Jasper Nasiu	Solomon Islands National Parliament	Speaker
Casper Fa'asala	Male Champions for Change Group and Acting General Secretary, Solomon Islands National Council of Women	Coordinator Women in Leadership
Jocelyn Lai	YWCA of Solomon Islands	General Secretary
Jane Tozaka	Western Provincial Assembly	Minister of Health and Member for North Vella la Vella (Wards 9 & 10)
Jack Maebuta	University of the South Pacific	Fellow, Institute of Education
Leah Alufo'oa	Correctional Service of Solomon Islands	Superintend/Director Strategic Planning
Gwen Ratu	Royal Solomon Islands Police Force	Assistant Commissioner
Sarah Wickham	Customs	Deputy controller/operations (Ag)
Kathleen Kohata	Public Solicitors Office	Principal legal officer
Veronica Hutaiwao	Ministry of Provincial Government and Institutional Strengthening	Human resource manager
Sally Kuper	Ministry of Finance and Treasury	Deputy director corporate, ICTSU
Dorothy Kiko	Ministry of Health	Chief Administration Officer
Alfred Manele	Ministry of Communications and Aviation	GFP
Delilah Lowe	Ministry of Health and Medical Services	GFP
Tracey Choko	Ministry of Foreign Affairs and External Trade	GFP
Agnetha Vave-Karamui	Ministry of Environment, Climate Change, Disaster Management & Meteorology	GFP
Christina Bakolo	Ministry of Education and Human Resource Development	GFP
Olive Gina	Ministry of Commerce, Industry, Labour and Immigration	GFP
Corina Lulu	Ministry of Mines and Energy	GFP
Veronica Hutaiwao	Ministry of Provincial Government	GFP
Aruana Annaoa	Office of the Prime Minister and Cabinet	GFP
Kemuel Laeta	Ministry of National Unity, Reconciliation and Peace	GFP
Peter Mae	Ministry of National Unity, Reconciliation and Peace	Under Secretary
Elizabeth Kausimae	Ministry of Finance and Treasury	Under Secretary
Caroline Menigi	Ministry of Finance and Treasury	Senior Accountant

Emma Sipele	Ministry of Finance and Treasury	Assistant Deputy Commissioner - Operations
Alexandria Hilly	Ministry of Finance and Treasury	SAO – training
Fred Conning	Tina River Hydro Development Project	Deputy Project Manager
Brally Tavalia	Tina River Hydro DP	Community Liaison Officer
Sharon Para	Tina River Hydro DP	Community awareness officer
Ella Kauhue	National Council of Women	President
Alice Hou	Guadalcanal Council of Women	Vice President
Emily Peoa	SI National Council of Women	NCW Board member
Kristina Sau	SI National Council of Women	NCW Board member
Greenta Tome	Guadalcanal Council of Women	President
Helen	SI National Council of Women	NCW Board member
Samantha Tuti	Pacific Leadership Program	SI country manager
Georgina Kekea	Solomon Islands Broadcasting Corporation (SIBC)	Senior journalist
Ender Rence	Women in Media and Communication Solomon Islands	Coordinator
Josephine Teakeni	Vois Blong Mere Solomon Islands	Director
Laurel Tasa	Pan Oceanic Bank	Manager Digital Banking
Joyce Nukumuna	Bank South Pacific	Manager Branchless Banking
Anna Masioa	United Risk Services	Group Operations Manager
Roger Green	United Risk Services	Managing Director
Agnes Gaotee	National Fisheries Development	HR Manager
Arieta Cama	Solomon Power	GM Corporate Services
Myrah Topo	ANZ Bank	Manager Priority Banking
Lyn Fa'arado	ANZ Bank	Head of Retail
Regina Gatu-Pokana	GPPOL	Sustainability Manager
Charles Persson	Solomon Islands Chamber of Commerce and Industry	Business analyst
Uta Temahua	Solomon Telecom	Manager Strategic and Business Planning
Shalom Basui	Heritage Park Hotel	HR Manager
Agus Wandi	UNDP / UN Women	Social Cohesion and Development Specialist Project Manager UN PBF
Sonja Bachmann	UNDP Pacific Office	Senior Peace & Development Adviser
Emily Sharp	SPC	Lead, Monitoring, Evaluation & Learning
Sarah Widmer	SPC	Consultant
CHOISEUL		

Jackson Kiloe	Choiseul Provincial Assembly	Premier
Alpha Kimata	Choiseul Provincial Assembly	Deputy Premier
Andrew Malasa	Choiseul Provincial Assembly	Minister of Lands, Agriculture
William Sualalu	Choiseul Provincial Assembly	Minister of Education
Jacob Sogavare	Choiseul Provincial Assembly	Minister
Gideon Ranisaga	Choiseul Provincial Assembly	Minister of Works
Benjamin Harrison	Choiseul Provincial Assembly	Minister of Health
Kabiri	Choiseul Provincial Assembly	Member
Trevor Vilaka	Choiseul Provincial Assembly	Member
Geoffrey Pakipota	Choiseul Provincial Assembly	Provincial Secretary
Jacob Zikulu	Rural Development Program	Team Leader Choiseul
Delmay Vazara	Choiseul Provincial Council of Women, Dorcas League	President
Nelly Neko	Choiseul Provincial Council of Women	Coordinator
Helen Nowak	Choiseul Women's Development Division	WDD Officer
Joan Tanito	Choiseul Women's Development Division	Assistant WDD Officer
Jessie Vatora	United Church (UC)	UC Member
Vaolyn Vora	United Church	UC Member
Madalyn Gatavae	United Church	UC Member
Lowreen Kimata	United Church	UC Member
Nelly Qalo	United Church	UC Member
Melones Pita	United Church	UC Member
Florence Voka	United Church,	Taro Hospital
Perpetua Qila	Catholic Church	Member
Rita Qilagaza	Catholic Church	Member
Ivy Vilaka	SSEC Church	Member
Selly Qalo	SSEC Church	Member
Mary Sago	RSIPF	
Gloria Vanakomala	RSIPF	
Daisy Rooney	RSIPF	
Joy Vunagi	Ministry of Forests and Fisheries	
Hapilyn Vagala	Ministry of Forests and Fisheries	
Dr Lazarus Neko	Ministry of Health and Medical Services, Choiseul Province	Director of Health, Taro Hospital, Choiseul Province
GIZO		
Malloney Lopoto	Western Province Provincial Assembly	Deputy Premier
Isaac Vula Tatapu	Western Province Provincial Assembly	Minister of Commerce
Carlos Resiana	Western Province Provincial Assembly	Minister for Women, Youth and Sport
Godfrey Ahuori	Western Province Administration	Admin officer
Nasario Maena	WP Youth and Sports Division	Youth and sports officer

Lisi Wong	WP Women's Development Division	WDD officer
Randy Solomon	WP Provincial Council of Women	President
Elaine Sila	SDA Church Dorcas League	Coordinator
Vindo Nao	Ward women's committee Savings club	President President
Esther Tali Suti	WP Provincial Council of Women, Business women, Simbo project	Board member Coordinator
Stephen Suti	Simbo Project	Resource development officer
Nanette Panda	Gizo Women in Business	Member
Janet Hivu	Gizo Women in Business	Member
May Solo	Fatboys	Supervisor
Vinnena Forest	Gelvinas Motel	Receptionist
Grace Rano	Epaga Islands	Owner
Rebecca Smiley	Gizo Hotel	Manager (Admin)
Judith Kwan	Naqua Resthouse	Supervisor
Gloria Lukisi	PT109	Supervisor
Wryne Lingisasa	Adventure Sports	Manager
Nagarita Alira Baea	Oravae Cottage	Supervisor
Father Stephen	St Peters Urban Training Centre	Principal
Dr Dickson Boara	WP Department of Health	Director of Health
Suzanne Pohlner	WP Department of Health	DFAT adviser
Freedom Tozaka	WP Department of Education	Principal Education Officer
MUNDA		
Veronica Toben	United Church (UC)	Secretary, UC Education Authority, Assembly General Office
	United Church	Secretary, United Church Women's Fellowship
Eddie Pratt	United Church	Treasurer, UC Assembly Office
NORO		
Jim Alexander	Soltuna Company	General Manager
Cain Kaeiti	Soltuna Company	Human Resource Manager
Lemu Darcy	Soltuna Company	Principal Administration Officer

Note: approximately 16 people attended the validation workshop on 6 October 2016. Most of those people had already been consulted by the Scoping Study Team.

ANNEX 3

AUSTRALIAN HIGH COMMISSION HONIARA'S CURRENT WORK ON WOMEN IN LEADERSHIP AND DECISION-MAKING⁶⁶

Australia has made a number of investments in women's leadership and decision-making in Solomon Islands to date. These include investments where women's leadership and decision-making is a primary objective, as well as a large amount of investments where women's leadership and decision-making has been mainstreamed within sectoral investments.

Women's Leadership and Decision-making (Targeted Investments)

Australia is currently funding a small number of targeted investments in women's leadership and decision-making in Solomon Islands, funded through regional and global programs. These include:

- Research through the *Pacific Leadership Program: Support for Women's Groups and Coalitions* (\$200,000, 2015-16) on entry points for women's leadership and structural empowerment to inform future programming;
- Strengthening women's civil society groups in Solomon Islands through the *Herem Staka Voices* program (\$332,579) through the Australia-NGO Cooperation Program;
- Supporting young women leaders via YWCA's *Mobilising Young Women's Leadership and Advocacy in Asia and the Pacific* (\$1.5 million, 2015-18); and
- Funding the Department of the House of Representatives' *Pacific Women's Parliamentary Partnerships Project* (\$2.85 million, 2013-18), which is building the capacity of Pacific women parliamentarians and staff.

Each of these programs is helping support Solomon Islands women to build their leadership and decision-making capacity, including by strengthening existing organisations and networks.

Women's Economic Empowerment

There is a strong correlation between women's economic empowerment and women's leadership and decision-making. With this in mind, Australia is investing in a number of initiatives to promote women's economic empowerment that are also facilitating women's leadership and decision-making. These include:

- Institutional strengthening to the Solomon Islands Women in Business Association (\$485,000, 2014-17), which supports existing and emerging female entrepreneurs to develop skills to establish and run small businesses (SIWIBA held its inaugural Women in Business Awards in July 2016);
- Supporting businesses to better recruit, retain and promote women as employees, business leaders and partners (\$2.3 million, 2016-19) through a new program with the International Finance Corporation (supporting women in leadership is one of the programs three pillars);
- Improving women's access to financial services under the Pacific Financial Inclusion Program (\$5.6 million, 2014-17), including support for rural savings clubs and a microfinance scheme targeting women-run small businesses;
- Improving marketplaces in rural and urban Solomon Islands through UN Women's Markets for Change program (\$4 million, 2014-2020) in Honiara and Auki, which supports women to attain leadership positions in market governance structures and has provided grassroots leadership training to women; and

⁶⁶ Material is drawn from interviews with DFAT staff and information from *DFAT's Aid Program Performance Report 2015-2016, Solomon Islands*

- Reforming business laws to enable more equitable economic participation of women under the Asian Development Bank's Private Sector Development Initiative (\$4.6 million, 2013-19).

The Australian High Commission has also engaged in substantial advocacy to promote women's leadership through economic empowerment. For example, Australian advocacy saw gender equality emerge as a key theme at the Australia-Solomon Islands Business Forum in July 2016. Also in 2016, a shared mix of Australian grant financing and advocacy helped establish the Solomon Islands Professional Women's Network, the first of its kind in Solomon Islands.

Economic Growth and Livelihoods

The Australian High Commission in Solomon Islands has a strong focus on promoting economic growth in-country. A number of practical measures have been put in place to ensure women's leadership and decision-making is promoted throughout this work. These include:

- The Rural Development Program (RDP) requires women be included in all its Ward Development Committees, with 33 per cent women's representation in phase one and 50 per cent women's representation in phase two;
- The Pacific Horticulture and Agriculture Market Access (PHAMA) has a strong focus on women's economic empowerment. For example, half of all solar cocoa and coconut dryers must be owned by women under the program; and
- The Solomon Islands Growth Program, launched in December 2016 (\$50 million, 2016-2019), will catalyse private sector investment and increase opportunities for inclusive growth. It will address barriers to women's economic participation and boost inclusion in the economy, particularly for women and youth.

Infrastructure

Australia's infrastructure program supports the National Transport Fund (AUD42 million, 2016-2020), preparatory work for the Tina River Hydropower Development Project (AUD5.3 million, 2012-2016), and Solomon Water. Women's leadership and decision-making has been progressed in this program through a number of different avenues. For example:

- A concerted and deliberate effort is being made to include women and ensure women's voices are heard during consultations on the proposed Tina River Hydropower Development Project (a Gender Action Plan is also currently being finalized for the project);
- The National Transport Fund actively collects data on the number of hours worked by women on labour-based projects and the number of labour-based contracts awarded to women run groups; and
- Advocacy efforts secured the engagement of one woman on the board of the Solomon Islands Water Authority, and a number of female employees have been supported to attend formal leadership training.

Education and Skills

Australia has invested heavily in education and skills in Solomon Islands, including through direct budget support to the Ministry of Education and Human Resources Development (MEHRD) (\$32 million, 2015-2019), funding for the Skills for Economic Growth program (up to \$16 million, 2015-2019), support for NGO programming, and administration of a sizeable scholarships program (approximately \$4 million per year). Women's leadership and decision-making is being facilitated through multiple avenues, noting the clear link between women's education and future leadership and decision-making capacity. For example:

- Advocacy and support for the development of MEHRD's draft gender equality policy, which will guide MEHRD's gender equality work going forward and includes components pertinent to

women's leadership and decision-making, such as women's participation in the workforce, reducing barriers to girls' participation in education and including positive, non-stereotypical gender role models in educational material;

- The DFAT-funded Save the Children school boards program includes a mandatory requirement that all school boards/committees under the program must include at least one woman;
- Intakes under the Australia Awards scholarship program include 50 per cent men and 50 per cent women as a matter of course, and leadership capacity is taken into consideration when awarding the scholarships; and
- The Skills for Economic Growth program is working to finalise a gender equality strategy, which will support women's leadership and decision-making through addressing barriers to women and girls participating in education and training and will focus on pathways to employment and business following education and training. The gender equality strategy recognises the importance of women's active participation and has involved women, including young women and women with disability in development of the strategy.

Political Advocacy and Public Diplomacy

Australia conducts a substantial amount of advocacy and public diplomacy work in Solomon Islands. Among other things, Australian advocacy and public diplomacy efforts have been targeted towards supporting women's leadership and decision-making. For example:

- All high level visits to Solomon Islands must include a gender equality component, with the most recent high level visit to Solomon Islands in December 2016 (the visit was led by a bipartisan delegation including two Ministers and two Senators, all of whom were women) including the launch of the Australian-funded and supported Solomon Islands Professional Women's Network;
- Measures have been put in place to ensure gender equality, including women's leadership and decision-making, is considered and promoted as a matter of course in all of the Australian High Commission's media engagement;
- Through our regular liaison with the Political Parties Commission, Solomon Islands Electoral Commission, the Young Women's Parliamentary Group and the Prime Minister's Office Australia is advocating for measures to increase women's participation in politics including enforcement of quota provisions in the Political Parties Integrity Act and consideration of Special Temporary Measures;
- Through the Democratic Governance program, Australia is considering ways to address barriers to women's political participation, including by running an essay competition on women's leadership and political participation through UNDP and in partnership with the Solomon Islands Electoral Commission and the Ministry of Education and Human Resources Development;
- During the 2014 national election, Australia worked with the Solomon Islands Electoral Commission to ensure that women were well represented amongst the election official cadre;
- The annual G'Day Solomon Islands Fun Run held in October 2016 was used as a platform to highlight the leadership and participation of women in sport, with the appointment of Solomon Islands Olympian Sharon Firisua as Fun Run Ambassador;
- Girls' participation was a priority in the Australian High Commission organized school debating competition in September, with the mandatory inclusion of at least one girl in each team; and,
- Australia is actively encouraging applications by women to its Direct Aid Program in Solomon Islands, including by meeting with women's community groups in Malaita in early 2016.

Governance

The Australian-funded Solomon Islands Economic and Public Sector Governance Program (SIGOV) has taken a number of steps to promote gender equality, including actions that also facilitate women's leadership and decision-making. For example:

- Australia funded the development of a human resources management system, which is collecting reliable data on the numbers of men and women engaged (and the levels they are at) in the Solomon Islands Public Service and will be critical for gender-sensitive workforce planning;
- Supported the reinvigoration of Gender Focal Points embedded within every Ministry of Solomon Islands Government. Gender Focal Points are tasked with progressing gender equality broadly within their respective ministries, including women's leadership and decision-making; and
- Supported the Public Service Commission to introduce gender equality indicators in the performance agreements of all the Permanent Secretaries.

SIGOV is scheduled to finish on 30 June 2017. The new Governance program, which is in its final stages of design and scheduled to commence on 1 July 2017, will have a strengthened focus on gender equality.

RAMSI

Australia has invested heavily in the RSIPF through RAMSI. There has been a deliberate effort to encourage women to apply for careers in the RSIPF and the number of women recruits has increased to reach 50% in the most recent intake.

There is currently around 13% of women in the RSIPF which compares favourably to other countries. Two women are currently in the senior management team and a further two women are provincial police commissioners, providing role models for leadership. There has been a conscious effort to move women police officers away from stereotypical roles such as 'back office' roles to more active front-line policing.

Women, Peace and Security

Australia is currently supporting MWYCFA to develop Solomon Islands' first National Action Plan on Women, Peace and Security, including through the provision of technical assistance to write the document.

Once finalised, the Solomon Islands National Action Plan on Women, Peace and Security will be the first in place for a Pacific Island country. Critically, it will commit Solomon Islands to include women and women's voices in its peace and security endeavours and, in so doing, support women's leadership and decision-making in peacebuilding processes.