



Ministry of National Unity, Reconciliation and Peace

2015

# ANNUAL REPORT



ONE PEOPLE, ONE NATION

## Our Vision

*'A united, peaceful, prosperous, and resilient  
Solomon Islands'*

Compiled by the Policy Planning Program Development Division



*Ministry of National Unity Reconciliation and Peace*

# ***ANNUAL REPORT 2015***

*Ministry of National Unity Reconciliation and Peace*

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## Acronyms

ACOM	Anglican Church of Melanesia
CoC	Code of Conduct
COM	Church of Melanesia
CPO	Choiseul Peace Office
CSO	Civil Society Organisation
DCC	Democratic Coalition for Change
FI	Financial Instructions
GPO	Guadalcanal Peace Office
HRDP	Human Resources Development Plan
IT	Information Technology
IPAM	Institute of Public Administration and Management
ITAP	<i>Iumi Tok Abaotim</i> Peace
L&D	Learning and Development
MEHRD	Ministry of Education and Human Resources Development
M&E	Monitoring and Evaluation
MHRD	Ministry of Human Resources Development
MJLA	Ministry of Justice and Legal Affairs
MNURP	Ministry of National Unity, Reconciliation and Peace
MoFT	Ministry of Finance and Treasury
MOU	Memorandum of Understanding
MPNSCS	Ministry of Police National Security and Correctional Services
MPG	Malaita Provincial Government
MPO	Malaita Peace Office
MP	Member of Parliament
MTB	Ministerial Tender Board
MWYCA	Ministry of Women, Youth and Children's Affairs
NGOS	Non-Government Organisation
NPP	National Peacebuilding Policy
PCA	Peace Conflict Assessment
PICPA	Pacific Islands Centre for Public Administration
PMO	Prime Minister's Office
ROC	Republic of China
SITAG	Solomon Islands Translation Advisory Group
SINU	Solomon Islands National University
SIG	Solomon Islands Government
SITAG	Solomon Islands Translation Advisory Group
SBD	Solomon Islands Dollar
SDA	Seventh Day Adventist
SI	Solomon Islands
SIBC	Solomon Islands Broadcasting Corporation
SINU	Solomon Islands National University
SIPCRRA	Solomon Islands Post Conflict Rehabilitation, Restoration Association
SPC	South Pacific Commission
SSEC	South Seas Evangelical Church
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHSTF	United Nations Human Security Trust Fund
TLDRP	Tribal Lands Dispute Resolution Panel
TOT	Training of Trainers
TRC	Truth and Reconciliation Commission
TSW	Trauma Support Workers
WPCGO	Western Province Community Governance Ordinance
WPG	Western Provincial Government
WPO	Western Peace Office

## MINISTER'S FOREWORD



It is with great pleasure and honour for me to present to the Government and people of Solomon Islands the Ministry of National Unity, Reconciliation and Peace 2015 Annual Report. The Report presents a culmination of the performance and implementation of the Democratic Coalition for Change Government policy intentions mandated for the Ministry through its functions and obligations delivered throughout the year.

I must say here that 2015 was another successful year for the Ministry in striving towards achieving milestones in the midst of ongoing challenges caused by internal and external factors. However, I am proud still to mention in the main that there was successful implementation of the four policy areas and achievement of strategic objectives designated for the Ministry by the DCC Government. The Ministry have undertaken 15 (71.4%) strategic actions out of 21 as required by the DCC Government Policy Strategy and Translation Document.

For the first time, the Ministry has a National Peacebuilding Policy that provides an overarching policy framework for coordination and implementation of peacebuilding programmes in the country. The development of the National Peacebuilding Policy was an outcome of the previous Corporate Plan and linked to the Ministry's portfolio. The evolving nature and ability to resolve major national reconciliation and rehabilitation issues in a sound and resilient manner signals the growing individual, organisational and institutional capacity and capability of the Ministry to lead in the national effort geared towards maintaining peace and unity in the country.

The intention to expand to other Provinces in the coming years is a positive step towards advancing peacebuilding work and maintaining unity to other parts of the country.

With this in mind, I wish to acknowledge the Democratic Coalition for Change Government for provision of funds and support to fulfil our mandate, the Provincial Governments and Executives, the Churches, Chiefs, Elders and Traditional Leaders, Non-Governmental Bodies, Overseas peacebuilding Partners, our various Stakeholders and the peacebuilding community of Solomon Islands for your cordial relationship with the Ministry and for supporting us in our continuous effort of building peace to achieving the ultimate vision of *'A united, peaceful, prosperous, and resilient Solomon Islands'*.

Finally but not the least, I wish to acknowledge the Almighty Father for his love, kindness and peace and so continuously seek His guidance and direction to advance peace and unity in our beloved Solomon Islands.

I hope the information provided is suffice to provide an overall overview of the Ministry's performance in 2015 and looking forward to working closely with you again in 2016.

**Hon. Samson Maneka**  
**Minister, Ministry of National Unity, Reconciliation and Peace**





## ***PERMANENT SECRETARY'S OVERVIEW***

I am pleased to present an overview of Ministry of National Unity, Reconciliation and Peace Annual Report 2015. This Annual Report provides an overall performance of programmes and activities against its Corporate Plan 2014-16 to achieving the Government policy intentions as well as the need to know information of the Ministry itself.

Generally, the programmes and activities delivered are implementation of the Ministry Annual Work Plan. Undoubtedly, as seen captured in this Report are also spontaneous programmes and activities arising during the course of the year. This is usually the challenge faced by the Ministry to deliver its work programmes accordingly and consistently. The Public Service bureaucracy has well undermined the performance and productivity of the Ministry. The lack of support and corporation rendered from Central and other line Ministries have contributed in many ways to delay timely implementation of programmes and activities. The insufficient provision of relevant learning and development programmes for staff also undermine performance and productivity. The lack of a proper monitoring and evaluation of programmes and activities is also a challenge to make informed decision for program design.

While this is so, there were also a number of achievements by the Ministry. These includes the endorsement and the mainstreaming and awareness exercise of the National Peacebuilding Policy; the strengthening of traditional governance systems and structures in the Western, Choiseul and Malaita Provinces followed by the establishment of the Council and House Chiefs. The passage of the Western Provincial Community Governance Ordinance. The successful reconciliation ceremonies held, Trauma Healing and Counselling workshops and rehabilitation programmes conducted for affected people, tribes and clans and other social groups. The ITAP programme and the Ministry website provide awareness and peace advocacy programmes to the people. The support rendered to Churches, Schools, and communities on peace tournaments and sports contributed to peace and unity. MNURP signed Research Study Partnership Agreement with Solomon Islands National University (SINU) that strengthens the research capability of the Ministry. The institutional infrastructure programmes commences with the construction of staff residences is an achievement for the Ministry.

It is important to note that the Ministry is still developing and that with the new Corporate Plan 2016-2019 would provide a platform to further elevate the work of the Ministry to another level and so achieve its strategic goals and objectives. This can only be achieved through working in partnership with peacebuilding stakeholders as peacebuilding is not a one person's responsibility but a collective effort to achieve peace and unity that is affordable and sustainable.

The Ministry could not have made these achievements alone, and with much gratitude I wish to acknowledge the Almighty Father for his continuous guidance and support, the Government and people of Solomon Islands, Community Leaders, Chiefs and Elders, the United Nations Development Program (UNDP) for their support to make it possible to carry out peacebuilding programmes collaboratively, also to the hardworking staff of the Ministry who implemented the work programmes and activities passionately and with diligence.

I hope that the year 2016 would be another pleasant but challenging year for us to advance peace, reconciliation and unity programs in the country.

**Justus Denni**  
**Permanent Secretary, Ministry of National Unity, Reconciliation and Peace**

## PART ONE: POLICY CONTEXT

### 1.1 Democratic Coalition for Change Government Policy Intention

The Ministry of National Unity Reconciliation and Peace is endeavouring on achieving the following policy objectives by the Democratic Coalition for Change Government in the next four years.

DCC Policy Statement		
DCC Policy Strategy and Translation		
Policy Arena	Policy Objectives	Summary of Strategic Actions
<b>1. Traditional Governance, Systems and Structures</b>	(a) Recognize, strengthen and empower traditional governance systems and structures	i. Facilitate the process of developing enabling legislation for traditional governance systems and structures ii. Establish registry of traditional leaders community governance structures iii. Facilitate research on Solomon Islands worthy culture/kastom and early warning system Peace and Conflict Assessment (PCA) iv. Facilitate the empowerment of traditional and church leaders v. Provincial Traditional Governance Peace Centres and MNURP Institutional Infrastructure Development
<b>2. Traditional Culture and Identity</b>	(b) Protect and preserve the diversity of our organic tradition and culture in Solomon Islands	i. Facilitate a legislation for preservation of our tradition and cultures ii. Recording of traditional rights iii. Codify worthy kastom rules iv. Support and Facilitate reconciliation through the integrated peacebuilding approach v. Use traditional and church structures, and other eminent groups to consult and coordinate with relevant bodies to pursue peace and reconciliation issues of national security and priority. vi. Facilitate dialogue processes on outstanding issues that are important to peacebuilding in the country vii. Liaise with PMO on implementation of TRC recommendations viii. Review and evaluate the status and progress of the national reconciliation.
<b>3. National consciousness and unity</b>	(c) Redesign the Solomon Islands coat of arms to reflect cultural identity and sensitivity	i. Facilitate a national referendum and consultation process on redesigning of the national coat of arms ii. Develop and implement a national consciousness and unity strategy iii. Promote national peace events in collaboration with other stakeholders iv. Support commemoration of significant international, national, cultural, religious and sporting events to promote peace and unity. v. Facilitate peace and unity summits vi. Develop relevant peace education modules and incorporate into the school curriculum vii. Conduct advocacy programs on peace and unity
<b>4. Peace Rehabilitation</b>	(d) Embark on post conflict rehabilitation program	i. Facilitate and develop livelihood projects

Table 1 DCC Government Policy Statement and Policy Strategy and Translation.

### 1.2 National Development Strategy 2010-2020

The Ministry is pursuing the following are the relevant broad strategy, objective and the area of focus in the current National Development Strategy 2010-2020.

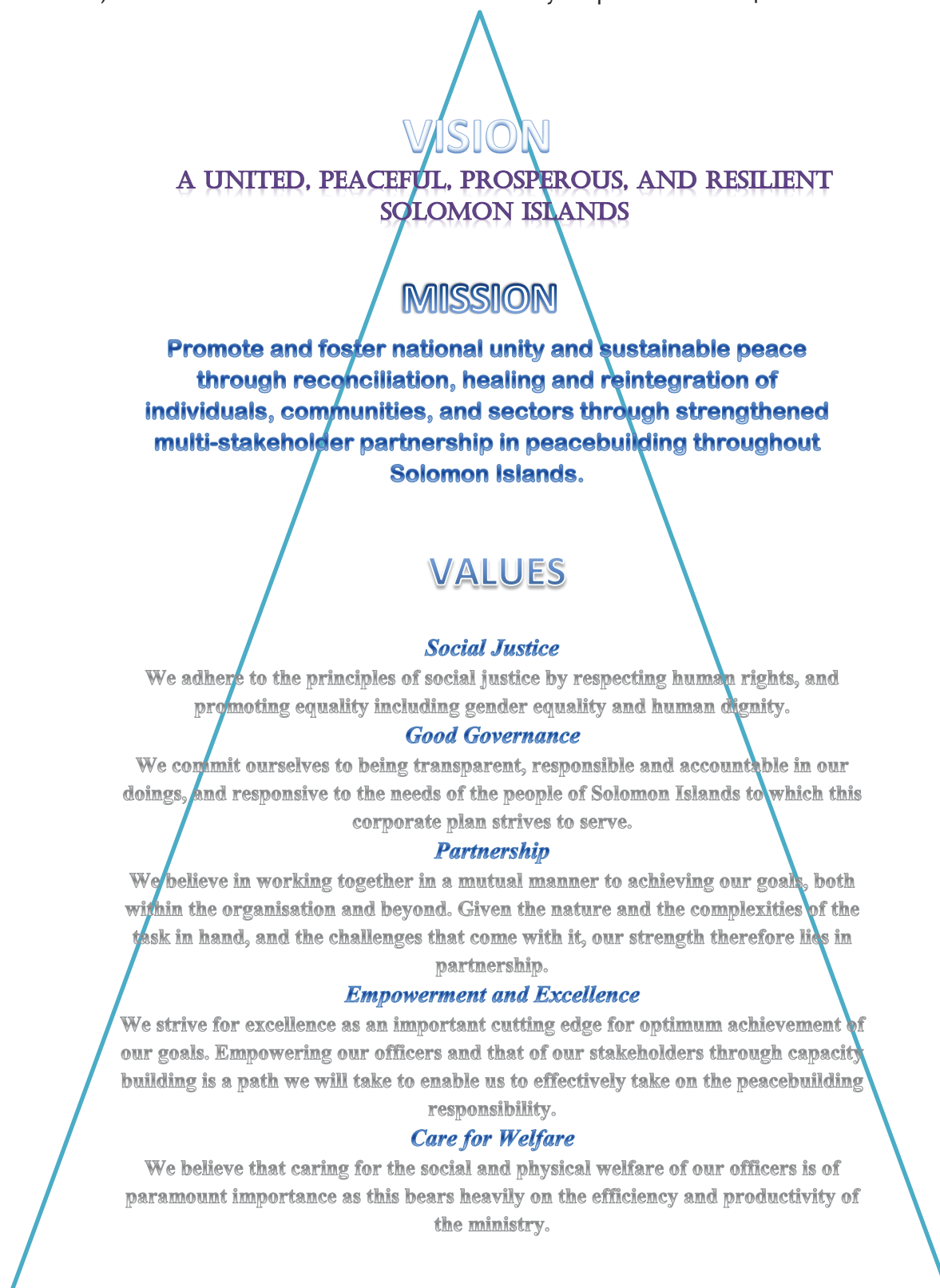
- Broad Strategy: “To Build Better Lives for All Solomon Islanders”
- Objective 1: “Alleviate Poverty and Improve the Lives of Solomon Islanders in a Peaceful Stable Society”.
- Area of Focus: Social and Communal Stability



## PART TWO: MINISTRY STRATEGIC GOALS

### 2.1 Vision, Mission and Values

The Vision, Mission and Values embedded in the Ministry Corporate Plan 2014-2016.



## PART THREE: THE MINISTRY

### 3.1 Functions

The mandate of MNURP is made possible by SIG Legal Notice 36 of 11/3/2002 which contains the core business in the area of peacebuilding. The mandate is stated as:

*“Overseer, promote and foster national unity and sustainable peace through restorative and retributive justice including reconciliation, rehabilitation and integration through strengthened partnerships with all stakeholders in the process of nation and peace building, good governance, integration and reintegration nationwide”.*

The Ministry functions are as follows;

- Peace and Reconciliation
- Post-conflict Rehabilitation
- Truth and Reconciliation Commission
- National Unity Programs

### 3.2 Ministry Divisions

The Ministry has three Divisions executing their respective roles and responsibilities cooperatively and collaboratively.

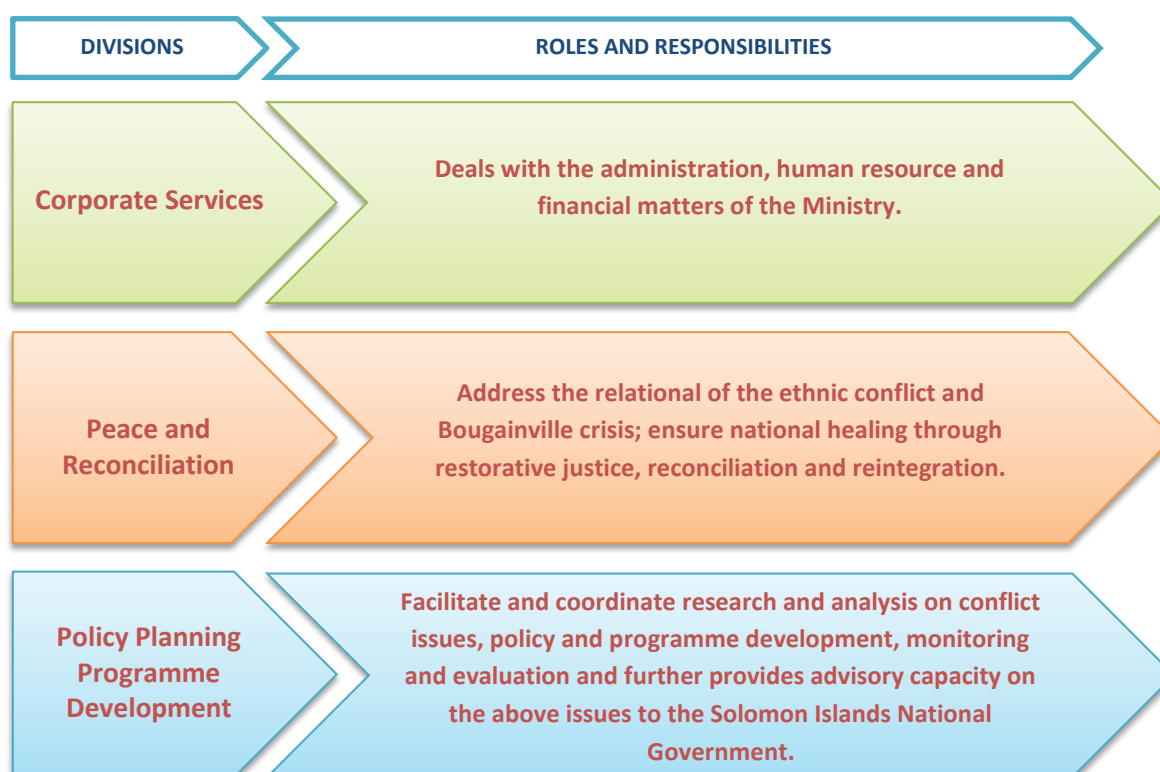
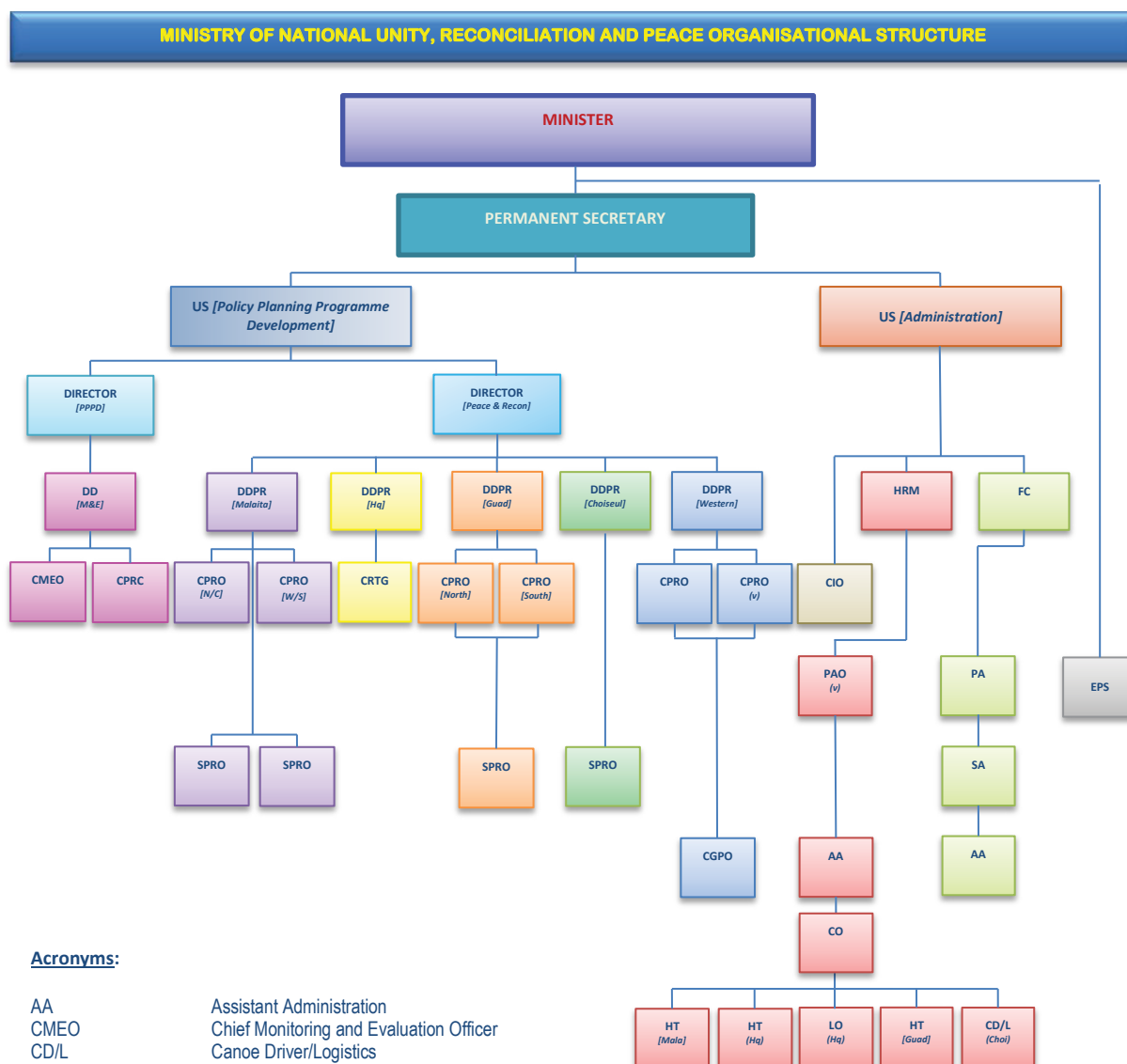


Figure 1 MNURP Divisions

## 3.3 Organisational structure

The Ministry Organisational Structure based on Establishment as at 31<sup>st</sup> December 2015.



### Acronyms:

AA	Assistant Administration	LO	Logistics Officer
CMEO	Chief Monitoring and Evaluation Officer	Mala	Malaita
CD/L	Canoe Driver/Logistics	PA	Principal Accountant
CIO	Chief Infrastructure Officer	PAO	Principal Administration Officer
CGPO	Community Governance Peace Officer	PPPD	Policy Planning Programme Development
Choi	Choiseul	Recon	Reconciliation
CO	Clerical Officer	SA	Senior Accountant
CPRM	Chief Public Relations and Communications	SPRO	Senior Peace and Reconciliation Officer
CPRO [N/C]	CPRO [North and Central]	US	Under Secretary
CPRO [W/S]	CPRO [West and South]	v	Vacant
CPRO	Chief Peace and Monitoring Office		
CRTG	Chief Rehabilitation and Traditional Governance		
DD [M&E]	Deputy Director [Monitoring and Evaluation]		
DDPR	Deputy Director Peace and Reconciliation		
EPS	Executive Personal Secretary		
FC	Financial Controller		
Guad	Guadalcanal		
HRM	Human Resource Manager		
HT	Hygiene and Technician		
HT [Hq]	Hygiene and Technician [Headquarter]		

Table 2 MNURP Organisational Structure 2015.

## 3.4 Governance and Management

The Ministry's governance bodies play an important role in managing and coordinating the various functions, roles and responsibilities in all levels of the Ministry.

BODY	FUNCTIONS	MEMBERS
<b>MNURP Executive Management Group</b>	Oversee the management and operation of the Ministry and ensure a smooth transition in meeting the objectives of the Ministry.	PS US[P] US[A]
<b>Heads Of Division Committee</b>	Oversee the functional operation of the Ministry in discharging activities/services to the public.	PS, US(P), US[A], DPPPD, DPR, DDPR, DDPPPD, DDGPO, HRM, FC, CIO, CMEO, CTGRO, CPRCO
<b>Technical Management Committee</b>	Oversee the technical delivery of services to the public and especially the affected areas with high risk of social harmony.	US(P), US[A], DPPPD, DPR, DDPR, DDPPPD, FC, HRM, CIO
<b>Ministerial Tender Board</b>	Oversee the Ministry Tender Process for bids within the range of 100k to 500k.	PS, US[A], FC
<b>Technical Evaluation Committee</b>	Evaluate any tender process within the amount of 500k and below.	FC, any four officers – different members for each tender process.
<b>Budget Implementation Committee</b>	Ensure Ministry Budget is used according to budget allocation and in preparing the Ministry budget for the following year.	US[A], FC, HRM
<b>Human Resource Development Coordination Committee</b>	Ensure implementation, management, coordination and sustenance of the HRDP.	US[A], US(P), DPR, DPPPD, HRM, FC
<b>Performance Assessment Board</b>	Ministry-based Committee that oversee officer's performance level and recommend awards to the Permanent Secretary for endorsement.	US(P), US[A], HRM

Table 3 MNURP Governance and Management

## 3.5 Provincial Offices Coordination

MNURP has four Provincial Offices namely Guadalcanal Peace Office, Malaita Peace Office, Western Peace Office and Choiseul Peace Office who are responsible for delivering the Ministry's activities to the Provincial Centres and rural communities. These Offices are coordinated from Honiara Headquarter through the Corporate Services Divisions, Peace and Reconciliation and the Policy Planning Programme Development Divisions for administration, human resource, finance, programme delivery, media and planning, monitoring and evaluation support and related matters.

The Ministry maintains Provincial Governments as key stakeholders with the Deputy Premiers chairing peace meetings in Provinces.

## 3.6 Relationship with Donor Partners

The Ministry work in collaboration with the UNDP in 2015 to implement peace building programs and activities under the United Nations Human Securities Trust Fund (UNHSTF).

## 3.7 Staffing

Unlike other Ministries, MNURP has a total Establishment of 40 staffs as at 31<sup>st</sup> December 2015. There were 35 Established and 5 Non-Established positions.

There were 38 (95%) filled positions and 2 (5%) vacant positions.

Division	Section	Position Title	Level	No. of posts			Occupancy			Total Staff (positions)
				Established	Non-Established	Total	Male	Female	Vacant	
HQ ADMINISTRATION										
HQ Admin	HQ Admin	Permanent Secretary	SS4	1	0	1	1	0	0	1
HQ Admin	HQ Admin	Under Secretary (P)	SS2	1	0	1	0	1	0	1
HQ Admin	HQ Admin	Under Secretary [A]	SS2	1	0	1	1	0	0	1
Sub-total				3	0	3	2	1	0	3
CORPORATE SERVICES										
HQ Admin	Corp Serv	Human Resources Manager	L12/13	1	0	1	0	1	0	1
HQ Admin	Corp Serv	Chief Infrastructure Officer	L10/11	1	0	1	1	0	0	1
HQ Admin	Corp Serv	Executive Personal Secretary	L8/9	1	0	1	0	1	0	1
HQ Admin	Corp Serv	Principal Administration Officer	L8/9	1	0	1	0	0	1	0
HQ Admin	Corp Serv	Registry Officer	L5/6	1	0	1	0	1	0	1
HQ Admin	Corp Serv	Clerical Officer	L4/5	1	0	1	0	1	0	1
HQ Admin	Corp Serv	Logistic Officers (HQ/CPO)	L3/4	0	2	2	2	0	0	2
HQ Admin	Corp Serv	Hygiene Technician (HQ/MPO/GPO)	L2	0	3	3	0	3	0	3
Sub-total				6	5	11	3	7	1	10
ACCOUNTS										
HQ Admin	Accounts	Financial Controller	L12/13	1	0	1	1	0	0	1
HQ Admin	Accounts	Principal Accountant	L7/8	1	0	1	1	0	0	1
HQ Admin	Accounts	Senior Accountant	L6/7	1	0	1	0	1	0	1
HQ Admin	Accounts	Assistant Accountant	L5/6	1	0	1	0	1	0	1
Sub-total				4	0	4	2	2	0	4
POLICY PLANNING PROGRAMME DEVELOPMENT										
PPPD	PPPD	Director	L13/SS1	1	0	1	1	0	0	1
PPPD	PPPD	Deputy Director [M&E]	L12/13	1	0	1	1	0	0	1
PPPD	PPPD	Chief Monitoring & Evaluation Officer	L10/11	1	0	1	1	0	0	1
PPPD	PPPD	Chief Public Relations & Communications Officer	L10/11	1	0	1	1	0	0	1
Sub-total				4	0	4	4	0	0	4
RECONCILIATION & REHABILITATION DIVISION										
P&R	P&R	Director	L13/SS1	1	0	1	1	0	0	1
P&R	P&R	Deputy Director (P&R-HQ)	L12/13	1	0	1	1	0	0	1
P&R	P&R	Deputy Director (MPO/GPO/WPO/CPO)	L12/13	4	0	4	4	0	0	4
P&R	P&R	Chief Peace & Reconciliation Officer (MPO/GPO/WPO)	L10/11	6	0	6	5	0	1	5
P&R	P&R	Chief Rehabilitation & Traditional Governance Officer (HQ)	L10/11	1	0	1	1	0	0	1
P&R	P&R	Senior Peace & Reconciliation Officer (GPO/MPO/CPO)	L7/8	4	0	4	3	1	0	4
P&R	P&R	Community Governance Peace Officer (WPO)	L4/5	1	0	1	1	0	0	1
Sub-total				18	0	18	16	1	1	17
GRAND TOTAL				35	5	40	27	11	2	38

Table 4 MNURP Staffing 2015.

According to Figure 1, the Reconciliation and Rehabilitation Section of 45% takes up the highest Percentage of Positions by Sections. This ensures that the Ministry delivers its core functions effectively. The Corporate Services Section indicates the second largest number of staff with 28% while the others share 27%.



Figure 2 MNURP % of Positions by Sections.

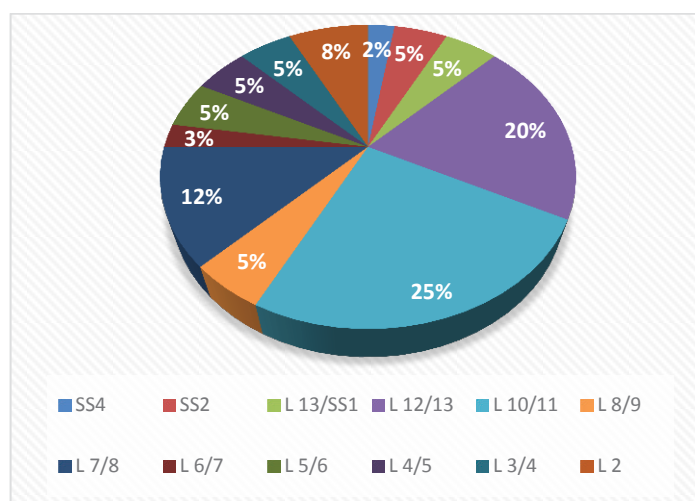
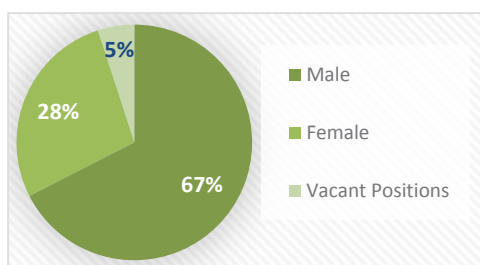


Figure 3 MNURP % of Positions by Level.

According to Figure 2, the largest Percentage of Positions by Level falls within Level 10/11. This mainly comprises of staff delivering the core functions of the Ministry. These staffs Chief positions in the Peace and Reconciliation Division and the Policy Planning Programme Development Section.



**Figure 4 MNURP % of Staffs by Gender.**

recruitment and selection process.

According to Figure 3, the Percentage of Staffs by Gender comprises 67% male and 28 % female which is relatively low and merely portrays a male dominated organisation. MNURP needs to improve its compliance to national and international gender policy frameworks by putting more emphasis on gender-balanced

### 3.8 Staff Movements

Staff movements takes place when staffs coming in and out of the Ministry. These include recruitments, transfers, retirement, redundancies, resignation, deaths and renewal of Fixed Term Appointment. There were only three new staff joining the Ministry during the second half of the year. They are as follows;

- Paul Koti was transferred from the MPNSCS and commenced as the Chief Infrastructure Officer in the Corporate Services Division and Jerry Urahora was transferred from the MHRD and commenced as the Chief Rehabilitation and Governance Officer in the Peace and Reconciliation Division on 31<sup>st</sup> August.
- Hegstad Koga was transferred from the MJLA and commenced with the Ministry PPPD Division as the Chief Ministering and Evaluation Officer on 7<sup>th</sup> September 2015.

### 3.9 Staff Promotions, Increments and Confirmations

There were no increments and confirmations awarded during the year. There was only one staff promoted from PAO to HRM. Davinia Osiramoia officially commenced official duties in her new role on 1<sup>st</sup> September.

### 3.10 Learning and Development Programmes

#### 3.10.1 Short-term Local and Overseas Learning and Development programmes

Short-term local and overseas Learning and Development Programmes attended by staffs during the year.

Officers Name	Name of Training	Date	Venue/Training conductor	Sponsor
Doris Makasi	Computer Training	22 Jan – 5 Feb	IT Solutions, Anthony Saru Building, Honiara	MNURP
Davinia Osiramoia	Performance Management Programme Training	11 – 27 Mar/03-05 Apr	All Saints/IPAM, Honiara	IPAM
Jane Belo	Executive Personal Secretary	22 – 24 Apr	National Archives/IPAM, Honiara	IPAM
Peter Mae	Public Policy Analysis and Advice Workshop	31 Aug – 4 Sept	King Solomon Hotel, Honiara	IPAM/ PICPA
Margaret Etua & Fr. Philip Valusa,	Advanced Trauma Healing Workshop	7 – 11 Sept	SITAG	MNURP
Ruben Lilo & Margaret Qoloni	Peacebuilding Training	16 May – 9 Jun	Davao City, Philippines	MNURP
Chris Tabea & Bruno Manele	Living Wisdom Peacebuilding Institute	28 Sept – 8 Oct	Nelson Province, New Zealand	MNURP
Hegstad Koga	Developing Monitoring and Evaluation Proficiency	19 – 23 Oct	Red Mansion, Honiara	IPAM/ PICPA

**Table 5 MNURP Short-term Local and Overseas L&D Programmes 2015.**



There were also 7 interns under the Youth at Work Programme attaching with the Ministry attending a Computer Training from 22 January to 5<sup>th</sup> February 2015 at IT Solutions, Anthony Saru Building, Honiara.

### 3.10.2 Long-term Trainings

The Senior Accountant, Suzie Leong continued with her Diploma in Business and Accounting programme at SINU. It is anticipated that she will complete this programme in 2017.

### 3.11 Overseas Travel

There were two (2) overseas travels undertaken in 2015. They are as follows;

- PS, Justus Denni attended the UNESCO 38<sup>th</sup> General Conference in Paris, France from 30<sup>th</sup> October to 15<sup>th</sup> November 2015 funded by SIG.
- Hon. Samson Maneka attended the UNESCO Conference in Paris France from 12<sup>th</sup> to 16<sup>th</sup> November 2015 funded by SIG.



Figure 5 Backrow from left to right; Solomon Islands Commissioner for UNESCO, H.E. Mr Jean-Paul Carteron, Solomon Islands Commissioner for Europe, Mr. Moses Kouni, Under Secretary, MWYCA Mr. Hugo Hebala, Permanent Secretary MNURP, Mr. Justus Denni Frontrow from left to right; Permanent Secretary MEHRD, Mr. Franco Rodie, Minister MWYCA, Hon. Freda Tuki, and UNESCO Desk Officer, Christina Bakolo. (Hon. Sam Maneka not included in the photo.)

## PART FOUR: MINISTRY PERFORMANCE

### 4.1 Coverage

The Ministry in 2015 continues with its program delivery in Malaita, Guadalcanal, Western and Choiseul Provinces as indicated in the map below. It is envisaged that with the implementation of the National Peace Building Policy, a more coordinated approach to peace building activities will be undertaken to advance the mandate of the Ministry to other parts of the country.

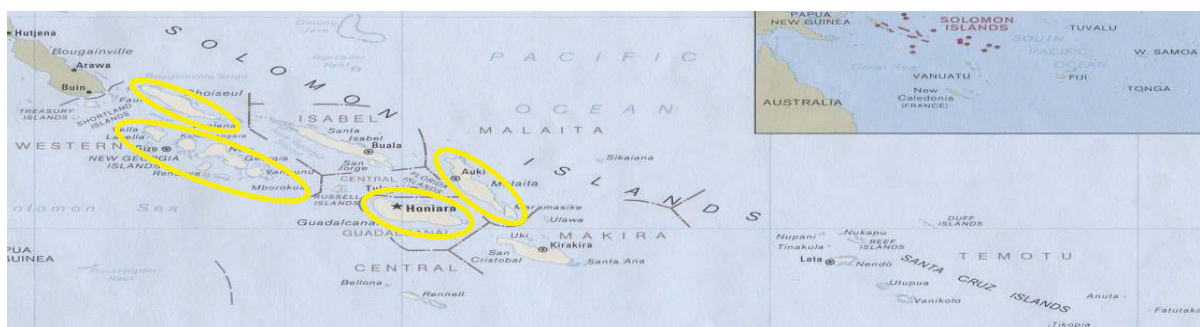


Figure 6 Yellow circles indicate the areas (Provinces) of program delivery by the Ministry in 2015.

## 4.2 Key Achievements

The achievements for 2016 are based on reporting programmes and activities against the Ministry Corporate Plan 2014-16 Focus Areas, strategic objectives and strategies.

### Focus Area One: Social Reconstruction and Reintegration

*Objective: Advance the process of national healing, forgiveness, reconciliation, and reintegration*

**1.1 Support and facilitate intra and inter level reconciliation through an integrated peacebuilding approach.** DCC 2 (b) (iv)

- One of the priorities of the DCC Government is the **Reconciliation ceremony between the Marau Islands and the Guadalcanal Province**. Two consultations were eventually held on 30<sup>th</sup> March at Makina Catholic Station and on 31<sup>st</sup> March at Alite. The two parties to the ceremony agreed to have a Reconciliation ceremony to resolve their tension related issues.
- The **Vavalisi Tribal Reconciliation, Aruligo Duidui Reconciliation, Guadalcanal Ex-combatant Reconciliation** were part of the 2015 activities for GPO, however, funding was not available to conduct these ceremonies. It is planned that these activities will be implemented in 2016. The MPA for Aola Ward postponed the Aola Community Reconciliation to 8<sup>th</sup> January 2016.
- **Consultation on the Solovisu Integrated Peacebuilding Approach** took place in February in North West Guadalcanal Constituency in Tandai, Sahalu and Savulei Wards and West Guadalcanal Constituency in Tangarare Ward.
- A two weeks **Peacebuilding Training Workshop** was held at the SITAG in Honiara. Participants were mainly Church

Leaders. Participants were encouraged to make use of the skills and knowledge gained in peacebuilding to strive for a peaceful and prosperous Solomon Islands.

- MPO conducted **TOT/TSW Trauma Training Workshop** at the Sea Sound Resort Gwaunaru'u in February. Pastors, Priests from SSEC, SDA, COM and Catholic Church in the central region attended. The issues discussed during the Training Workshop were Understanding Counselling Tools, Goals, Trauma, Stress Management and Healing Process. In many ways the participants hailed the success and importance of this Training Workshop to complement their pastoral counselling knowledge for completeness of their approach to healing.



**Figure 7 Participants and Facilitators at a TOT/TSW Training in Malaita.**

- **Peacebuilding and Conflict Analysis Training** was held at Rarasu Restaurant, Auki from 3<sup>rd</sup> to 7<sup>th</sup> August in Malaita. A Peacebuilding Consultant was hired by UNDP/MNURP under UNHSTF project to deliver the Training. Participants were from Malaita Province – Education, Health, Women, Youth, Police, Correctional Services, NGOS, Churches, village communities and Business House representatives. The objective of the workshop was to train participants to analyse conflict situations and find better ways to resolve conflicts.

- **Malu'u Reconciliation Ceremony** was held from 8<sup>th</sup> to 9<sup>th</sup> September at Malu'u Station, North Malaita. Funds facilitated by PMO. The ceremony was held to resolve the hostilities between conflicting parties in conflict (Ulufera-Oteabu/Afenakwai Tribes). The MNURP Minister and Officials, MP for Lau Mbalelea, Hon. Augustine Auga, MP for North Malaita, Hon. Jimmy Lusibaea, and MP for Baegu Asifola, Hon. David Tome. MPG Premier, Hon. Peter Ramohia, Deputy Premier, Hon. Alick Maeaba and Provincial Secretary Patrick Taloboe. The peace ceremony was very successful and concludes with the exchange of gifts and the signing of peace certificates.



Figure 8 Parties exchanging traditional shell money as gifts during the peace and reconciliation ceremony at

- **Malaita Peacebuilding and Conflict Analysis Trainer Training Workshop** held at Rarasu Restaurant, Auki from 17<sup>th</sup> to 21<sup>st</sup> September. Mr. Paulo from UNDP facilitated the Training. The MPG Head of Divisions, Principles and Church Leaders attended the Training. The issues discussed were the Tools for Conflict Analysis, Stages of Conflict, and Role Models of Peacebuilding and Conflict Analysis.
- **Youth Mindset Transformation and Peacebuilding Workshop** conducted at Green Valley from 31<sup>st</sup> August to 4<sup>th</sup> September and Gilbert Camp Communities from 7<sup>th</sup> to 11<sup>th</sup> September. The participants include the Vulnerable and Marginalised groups in these communities.

- MNURP held a **Trauma Counselling Workshop** at the Catholic Church Markworth Hall, Honiara. The Workshop was funded by MNURP in partnership with Life and Hope Ministry. The Workshop would help participants to excel on peacebuilding knowledge and skill for a peaceful nation.
- **Manaoba Traditional Chiefs Workshop** was held from 30<sup>th</sup> August to 3<sup>rd</sup> September in North Malaita. The Workshop's objective was "to settle tribal differences between claimants of the Binaelu airport to provide access to commercial domestic flight services to the Northern Region of Malaita Province. Honiara tribal leaders, elders and chiefs went to Manaoba but were not able to resolve the matter.

1.2 Use cultural and church structures, and other eminent groups to consult and coordinate with relevant bodies to pursue peace and reconciliation issues of national security and priority. DCC 1 (a) (ii), (iii), (iv), (v), 2 (b) (ii) (iii), 4 (d) (i)

- The CPO established a **Registration System** in March to identify and register tribal chiefs in Choiseul Province.
- WPO in collaboration with the Kulugha Chiefs Association of Ranongha Island have researched and compiled the '**Ranongga Island Custom Book**' which is currently in draft and awaiting final consultation within the island and should be ready for printing and publication in 2016.
- CPO conducted the **Council of Chiefs Training** from 13<sup>th</sup> to 15<sup>th</sup> July. The objective of the Training was to provide Training for Chiefs to enable them to hear and resolve community disputes. A total of 30 Chiefs attended.



- **Simbo Traditional Governance Systems and Structures Workshop** held from 2<sup>nd</sup> to 5<sup>th</sup> March. The Council of Chiefs organised and established the 'Madegugusu Council of Chiefs Association'. The Council of Chiefs Constitution and structure was put in place and registered with Certificate of Incorporation (CT105/2015). The Council of Chiefs is responsible for four (4) Houses of Chiefs and Elders. A total of 47 chiefs and elders attended.

- **Vella Lavella Traditional Governance Systems and Structures Workshop** held from 27<sup>th</sup> to 30<sup>th</sup> April. Organised and established the 'Vella Lavella Council of Chiefs Association'. A Constitution and structure was in place. The Association was registered with Certificate of Incorporation (CT 106/2015). The Association is responsible for four (4) Houses of Chiefs and Elders. A total of 48



**Figure 10 Official opening remarks by Hon. Jane Tozaka during a Traditional Governance and Structures Workshop at Vella Lavella.**

chiefs and elders attended.

- **Kolombangara Traditional Governance Systems and Structures Workshop** held from 22<sup>nd</sup> to 25<sup>th</sup> June. The Kolombangara Council of Chiefs was put in place but not registered. Structure already put in place but need more time to work on the constitution. It was requested during the Workshop that more time was needed to reconcile with leaders of conflicting parties. The Kolombangara Council of Chiefs to be revisited in 2016 through a follow up workshop. A total of 40 chiefs and elders attended.

- **Lauru Chiefs and Traditional Leaders Educational Tour** to Vanuatu from 13<sup>th</sup> to 21<sup>st</sup> June. The tour was to learn how the Malvatumauri National Council of Chiefs operates, its chiefly system and how the Vanuatu National Government recognised and supported them. Importantly, the Tour gave an insight into the role of chiefs in fostering peace and dealings in customary land development. A number of presentations and information sharing sessions were made by the host.



**Figure 9 Lauru Chiefs and Traditional Leaders Educational Tour in Vanuatu.**

- **Malaita Chiefs Traditional Governance Workshop** from 27<sup>th</sup> to 28<sup>th</sup> June. The Workshop involves consultation with Chiefs, awareness on community governance and structure on chiefly system. The Workshop was held after the so called Malaita Leaders Traditional Governance Social and Economic Reforms Symposium that was funded by the MPG.
- **Consultation on Malaita Leaders and Community Government Structures** conducted by the Officers in East region, Southern region, West Kwaio, Central Kwaio and Northern region. The consultation was conducted by the Officers.
- **House of Chiefs Workshop** was conducted for the Lauru Chiefs which resulted in the formulation of the Lauru House of Chiefs in August. Also the

establishment of the Working Committee for House of Chiefs submission, formulation of House of Chiefs Structure, establishment of Customary Land Dispute Resolution System and the appointment of Delegation to present submission relating to the TLDRP Bill to the MJLA, Legal Policy Unit.

- **Chiefs Workshop** in September established the Kolaba Committees and Structures.
- **Marovo Traditional Governance Follow-up Workshop** was held from 15<sup>th</sup> to 17<sup>th</sup> July. The Council of Chiefs was registered in 2014 with Certificate of Registration (CT 51/2014). The constitution and structure in place. Established eight (8) Houses of chiefs and elders. A total of 42 chiefs and elders attended.
- **Traditional Provincial Government Leaders Workshop** was held from 21<sup>st</sup> to 23<sup>rd</sup> July. There were 56 participants consisting of Chiefs and members of MPA. Workshop objective was to agree on traditional setups.
- **Ranogga Traditional Governance Follow-up Workshop** was held from 31<sup>st</sup> August to 3<sup>rd</sup> September at Pienuna village. There were an establishment of three (3) Houses of Chiefs and Elders according to three regions in the Islands namely Kubokota, Lungga and Ganongha. It was resolved to embrace the WPCGO and to be implemented in Ranogga Island. Strengthen the custom rules and currency. Constitutions and structures of three Houses of chiefs and elders put in place. A total of 70 chiefs attended including MP Hon. Chief Charles Sigoto.
- The **House of Chiefs Community Meetings** held from 26<sup>th</sup> to 27<sup>th</sup> August and the second meeting from 8<sup>th</sup> to 9<sup>th</sup> September. Both Meetings attended by a total of 100 Chiefs and Community Leaders. The objective was to discuss setting up of the Lauru House of Chiefs.
- **Rendova Traditional Governance Systems and Structures Workshop** held from 29<sup>th</sup> September to 1<sup>st</sup> October at Fatoani village. Established Rendova-Tetepare Council of Chiefs and four (4) Houses of Chiefs and Elders identified. Constitution and structure in place. Due to be registered as the application is still with Registrar of Companies. A total of 63 chiefs and elders attended.
- **Kwarekwareo Traditional Governance Workshop** was held in West Kwaio from 14<sup>th</sup> to 17<sup>th</sup> September. The objective of the workshop was to assist Chiefs in understanding Government Policy in relation to strengthening Traditional Governance systems and processes. There were more than 40 Chiefs from the Kwarekwareo House of Chiefs attended the workshop.
- **Task Force Committee** established during the Stakeholders Workshop in March in Choiseul to prepare ground work for Peace Centre building.
- The **Peace Centres Consultation** for the construction of Peace Centres in posts Solovisu communities in **South Guadalcanal Constituency**; Talise, Vatukulau, Duidui Wards and Wanderer Bay Ward of **West Guadalcanal Constituency** was conducted from 23<sup>rd</sup> to 31<sup>st</sup> August 2015. Potential areas identified.



Figure 11 Profiling of the new Residential building at Panatina, Honiara.

- **Institutional Infrastructure – Staff Residential Development**, construction of one new residential building at Panatina Ridge, East Honiara, Honiara.
- **Marovo Traditional Governance Follow-up Workshop** was held from 15<sup>th</sup> to 17<sup>th</sup> July. The Traditional laws and customs are also in place and documented during the workshop. These laws and customs are only applied in one particular community called Mica (Chea House of Chief) and not for the remaining 7 House of Chiefs.
- **Handing-Over Ceremony of solar power lighting equipment to ACOM Christian Centre** at Tenaru, Guadalcanal. The equipment is funded under the UNHSTF through MNURP. This was a second tranche of support given to the Centre, furniture's and other equipment that were given in the past. The program together with the Ministry aimed at fostering improvement of social rehabilitation in the country. The handing over ceremony MNURP, UNDP and ACOM signed MOU for the ongoing partnership.
- Facilitation and implementation of the **peacebuilding rehabilitation of the SIPCRRA**, \$3 million paid to the Program.

**1.3 Translate peace building DCC 1 recommendations of TRC after (b) approval from parliament. (vii)**

- A Consultant was engaged by the PMO to pursue the TR recommendation which requires support and input by the Ministry in the implementation process.

**1.5 Dialogue processes on DCC 2 outstanding issues that are (b) (vi) important to peacebuilding in the country.**

- CPO took a step forward to foster meaningful **Reconciliation between Choiseul and the Western Province**

**people and the people of neighbouring Bougainville.** Delegation consisted of Traditional Leaders, Lauru Land Conference Tribal Committees and Provincial Government Representative. The visit involved preliminary discussion with autonomous Bougainville Government Peace and Reconciliation Office for a border traditional leaders meeting on the spilt over effects of Bougainville crisis and process to carry out proper reconciliation between those parties involved. A technical Committee was appointed to oversee the proposed reconciliation plan with an MOU signed. The next meeting will be held in Gizo, Western Province.

- **Fr. Patteson Ngalihesi** was appointed in mid-November as Adviser to the Ministry and currently undertaking Mediation roles and Shuttle Diplomacy between Ex-Combatants, MNURP and SIG.

## Focus Area Two: Policy Planning Program Development and Monitoring and Evaluation

**Objective: Provide professional and technical development and support in policy Planning, Program Development, Monitoring and Evaluation, and research.**

**2.1 Policy Planning and Program DCC 2 Development. (b) (viii)**

- **MNURP 2016 Budget and Program Planning Workshop** was held in August at Honiara Hotel. With the launching of the 2016 Budget process, the workshop is a proactive strategy to identify programs for the 2016 budget bid submissions.
- **MNURP Planning Workshop conducted** in Gizo from 16<sup>th</sup> to 19<sup>th</sup> November. The workshop was successful in developing the MNURP Corporate Plan 2016-2019 and Annual Work. Staff from Offices in Honiara, Guadalcanal, Auki, Taro and Gizo attended the workshop. Also, UNDP



staff and Western Provincial Government staff were among the participants.

## 2.2 Research analysis, monitoring and evaluation. DCC 1 (a) (iii)

- **MNURP signed Research Study Partnership Agreement with Solomon Islands National University (SINU)** on 14<sup>th</sup> October. MNURP signed a letter of agreement to secure start-up funding to implement the proposed peacebuilding research capability framework of the Ministry with SINU Research Department. The United Nations Human Security Trust Fund (UNHSTF) has provided funding to equip SINU Research Department to equip.



Figure 12 MNURP PS Justus Denni and SINU Vice Chancellor at the signing of the Agreement.

## Focus Area Three: Peacebuilding related Legal Mechanisms and Bodies

*Objective: Facilitate and promote where appropriate, legal mechanisms and bodies to assist with the process of Peace building to promote National Unity and Justice in Solomon Islands*

### 3.1 Facilitate the process of developing enabling legislations for enactment through consultation with relevant line ministries. DCC 1 (a) (i)

- **The Western Province Community Governance Ordinance (WPCGO)** was in its final draft completed in early 2015. It has gone through 20 consultation meetings with chiefs and 10 legal reviews

with WPG Legal Adviser. It was submitted to WPG Executive in July but was directed for further consultation.

## Focus Area Four: National Consciousness, Identity and Unity

*Objective: Advance the importance of national consciousness and identity to promote national unity at all levels of society*

### 4.1 Develop national consciousness policy in collaboration with other stakeholders. DCC 3 (c) (ii)

- MNURP with support of UNDP successfully host two days' **National Consciousness, Identity and Unity Workshop** at Kitano Mendana Hotel, Honiara. An opportunity for all stakeholders come together and discussed issues that reflect who we are as Solomon Islander. The Workshop helped provide platform to set up a national consciousness, identity and unity strategy. UNDP handed over 100 Solomon Islands flags to MNURP and MEHRD. The flags were distributed to Schools purposely to revive the flags raising ceremony in all schools throughout the country.

### 4.2 Approve peace education modules to compliment peace curriculum for schools and communities. DCC 3 (c) (vi)

CPO established a Committee to draw up submission to include worthy custom in school curriculum during a **Stakeholders Workshop** in March.

### 4.3 Educational awareness and advocacy on national consciousness and unity. DCC 3 (c) (ii)

- **Flag Raising Ceremony Project** undertaken in partnership with SI Scouts Association at King George Secondary

School on 21<sup>st</sup> September during the International Peace Day.

- **Flag Raising Ceremony Project** continued in various Schools in Honiara and Guadalcanal Province.
- **First quarter MNURP Internet Website developed and completed. Second-Quarter Newsletters, brochures, stickers and posters developed.**
- **‘lumi Tok Abaotim Peace’ (ITAP) program (Peace Advocacy)** is the Ministry’s initiative to increase awareness on the advantages of peaceful co-existence and to promote national unity. In order to assist with the transformation of mindsets that is counterproductive to peace. The program was produced by Artful Balance Production and aired at SIBC weekly every Monday 9:00 pm and repeat Wednesday 7:30 am. The program was on air on the following days; 13<sup>th</sup>, 20<sup>th</sup> and 27<sup>th</sup> July; 3<sup>rd</sup>, 10<sup>th</sup> and 24<sup>th</sup> and 31<sup>st</sup> August and 7<sup>th</sup>, 14<sup>th</sup> and 21<sup>st</sup> September; and 5<sup>th</sup> and 12<sup>th</sup> October.

#### 4.5 Support commemoration of DCC 4 significant international, national, (c) (iv) cultural, religious and sporting events to promote peace and unity.

- **Independence Peace Tournament** from 7<sup>th</sup> to 8<sup>th</sup> July. Peace promotion through sport. There were 30 Teams in and around Gizo took part in the sporting tournament. There were four categories of Netball Championship. There was a peace march by young netters, display of peace posters, and peace song competition with peace prizes.
- **Malaita International Day of Peace** was celebrated on 21<sup>st</sup> September. The Peace Day Theme was ‘Partnership for Peace – Dignity for All’ to highlight the importance of all segments of society to work in partnership and strive for global peace in complementing what the UN has been doing. The Event was a success.

The highlight of the day was the singing contest by youths on peace songs. All schools around Auki participated in the program.

- MNURP has actively participated and produced programs and activities to mark the **International Peace Day** on 21<sup>st</sup> September 2015 in Honiara in Provincial Centres. Ministry staff and SPC interns with the support of UNDP staff distributed stickers and other information relating to peace in the streets of Honiara.



Figure 13 Gizo Primary School Peace March during International Peace Day celebration.

- GPO presented sports equipment’s and cash prizes to selected schools in North West Guadalcanal Constituency (Marara Community High School, Taboko Community High School and Visale Community High School) and East Guadalcanal (Rate Community High School, Gaobata Community High School and Pitukoli Primary School for the celebration of **International Peace Day** 2015. The theme for the Day was ‘Peace and through Sports in Education’.
- MNURP through its Headquarter in Honiara celebrated the **International Peace Day** on 21<sup>st</sup> September. The Theme for the Day was ‘Partnerships for Peace – Dignity for All’. The Ministry staff and SPC interns with the support of UNDP staff distributed peace stickers. MNURP Minister, Hon. Samson Maneka delivered *National Peace Day* speech on SIBC.
- **International Peace Day** celebrated on 24<sup>st</sup> September at Vurago village,

Choiseul Province. The US [P] Peter Mae celebrated with the Vurango Community, Choiseul Province. The Day was commemorated through education and public awareness on issues related to peace.

## Focus Area Five: Partnership for Peacebuilding

**Objective: Strengthen National Peacebuilding Partnership through relevant capacity building and development**

### 5.1 Implement the National DCC 2 Peacebuilding Policy. (b) (viii)

- **The National Peacebuilding Policy (NPP)** was successfully launched on 21<sup>st</sup> July. Some members of the diplomatic officials attended, e.g. the British High Commissioner and ROC Ambassador to SI. The NPP is to properly and effectively coordinate peacebuilding activities in the country and also mainstreaming peacebuilding across all sectors of government and to all civil society organisations.



Figure 14 MNURP Minister Hon. Sam Maneka launched the NPP at Mendana Hotel.

- **The NPP first National Advisory Committee Meeting** was on 22<sup>nd</sup> July 2015.
- **NPP Awareness and Mainstreaming Workshops** were conducted with Provincial Governments. This involves sessions on the objectives and outcomes

of the policy, seeking areas of cooperation between Stakeholders and MNURP on Peacebuilding activities. Feedback received from stakeholders, chiefs and WPG with the establishment of Alliance between MNURP, all non-devolved ministries, CSO and NGO. Participants include Provincial Government Executive and Senior Administration Staffs, Traditional leaders and Chiefs, Church Leaders, and Community Leaders and Elders.

Taro, Choiseul Province	10 <sup>th</sup> - 11 <sup>th</sup> November
Gizo, Western Province	5 <sup>th</sup> - 6 <sup>th</sup> November
Auki, Malaita Province	26 <sup>th</sup> - 27 <sup>th</sup> August
Honiara, Guadalcanal Province	5 <sup>th</sup> - 6 <sup>th</sup> August
Honiara City Council, Capital	30 <sup>th</sup> - 31 <sup>st</sup> July

### 5.4 Build and develop capacity of DCC 1 youth, women and community (b) (iv) leaders.

Ministry Programmes facilitated, conducted or organised considered the inclusion of women participants' paramount. However, actual data not provided due to lack of proper data collection tool in place in the Ministry.

## Focus Area Six: Effective Support Services

**Objective: An efficient and effective corporate service that is supportive to the needs and functions of the Ministry**

There is no proper assessment undertaken to determine whether or not the Ministry Corporate Services is operating in an efficient and effective manner that is supportive to the needs and functions of the Ministry. Under Part Three, there are indicators that the human resource systems and processes were adhered to and complied with public services policies and procedures. However, refer to Sub-section Challenges 5.3 for an overview of some areas of improvement.

## 4.3 Key Challenges

A planning workshop was held in November 2015 that identified the following areas as challenges facing the Ministry that requires improvement.

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### Learning and development programmes

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- Lack of provision of relevant Trainings. The Ministry HRDP not complied with as the Trainings were undertaken outside the HRDP. No proper implementation and coordination of relevant Trainings for staff internally and overseas.
- Only 11 staff attended Training with 31 staffs lacked the opportunity of attending any possible learning and development programs during the year.
- Lack of Training Database for short-term and long-term Trainings.
- Lack of succession planning.

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### Capacity building and institutional strengthening

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- PMP not properly communicated, disseminated and understood by staff. Staff performance not appraised which had an impact on performance and productivity.
- Duplicity of duties carried out by staff especially in the Administration Division.
- Need for proper establishment of MTB under FI and related Financial Legal Authorities.
- Prevalence of absenteeism by staff.
- Non-compliance to Public Service CoC by senior staff, for example, prevalence of conflict of interest engaging in private enterprise and neglecting official duties.

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### Outstanding issues

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- Prolonging of the Bougainville spill-over effects peace talk.
- Ex-Militants intervention into Ministry programs.

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### Financial Management System

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- Delay in the procurement process in the Ministry.
- Delay of programme implementation due to delay in accessing funds from MoFT.
- Delay by officers on budget submissions for activities.
- Inadequate funds to implement activities.
- Funds for activities need to be increased or a clear aid partner's supports like UNDP.

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### Planning, Monitoring and Evaluation

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- Lack of M&E Framework in place to coordinate and report on activities.
- Unforeseen issues arising during the course of the year not in the work plan.

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### Human Resource Management

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- Sometimes minimal support from senior management and difficulty in organising programs as senior officer not always present in Office.

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### Ministry and Stakeholder Coordination

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- MNURP Provincial Offices need to be drafted in as a major player/stakeholder in peacebuilding activity.
- Minimum support rendered from Provincial Government and Stakeholders.
- Negative perception from communities visited.
- Lack of mutual understanding from targeted stakeholders', institutions, communities and people.
- Misconception on the reconciliation process by parties involved.

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### Service delivery

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- Lack of logistical support to effectively implement programs.
- Lack of sea safety equipment for officers during Provincial tours.



## PART FIVE: FINANCIAL PERFORMANCE

The Ministry had implemented its annual budget according to the policies mandated by DCCG in the financial year ending 2015.

### 5.1 Ministry Overall Budget Performance

The Bar Chart below illustrates the overall performance of the Ministry Recurrent and Development Budgets for 2015.

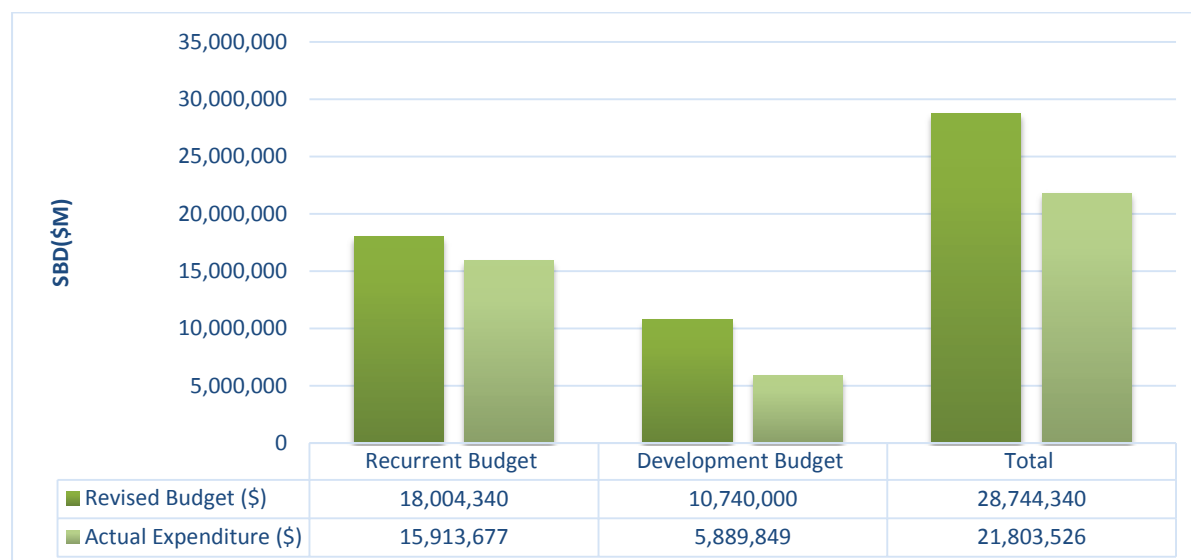


Figure 15 MNURP Overall Budget Performance, 2015.

### 5.2 Summary of Overall Annual Budget Performance Comparative Data: 2012-15

The Line Graph below shows the overall annual budget performance trend of the Ministry Recurrent and Development Budgets from 2012-2015.

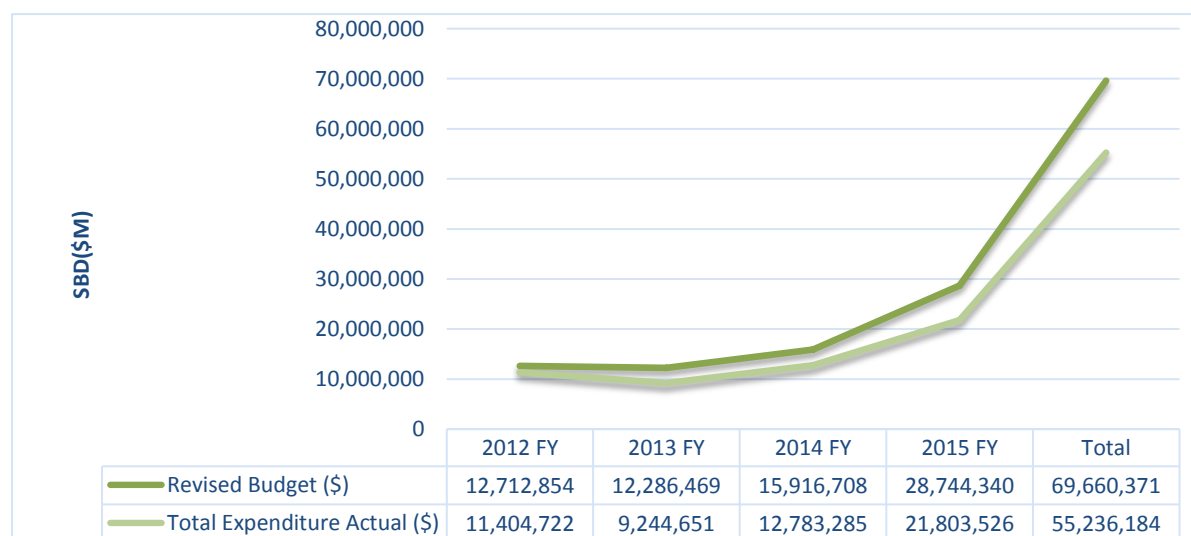


Figure 16 MNURP Overall Annual Budget Performance 2010-15.

## 5.3 Composition of Recurrent Budget Expenditure 2015

MNURP actual spending on Payroll and Other Charges was within the annual Recurrent Budget. Payroll spends up to 88% while other charges utilize 89% respectively.

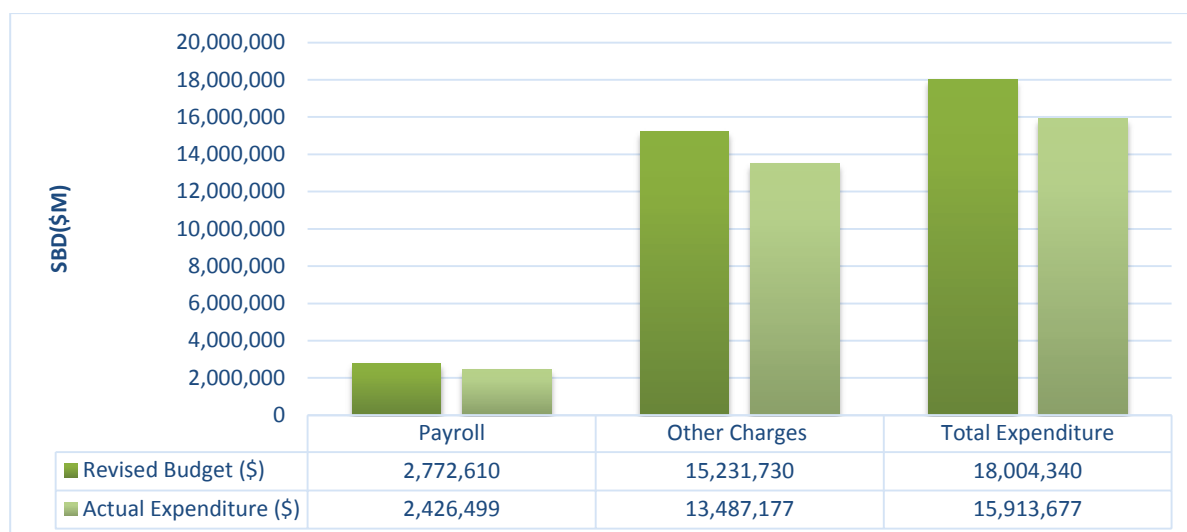


Figure 17 MNURP composition of Recurrent Expenditure, 2015.

## 5.4 Recurrent Budget Performance by Division 2015

The Bar Chart illustrates the Divisional Budget Performance for the three divisions which spent above 80% of the Divisional allocation.

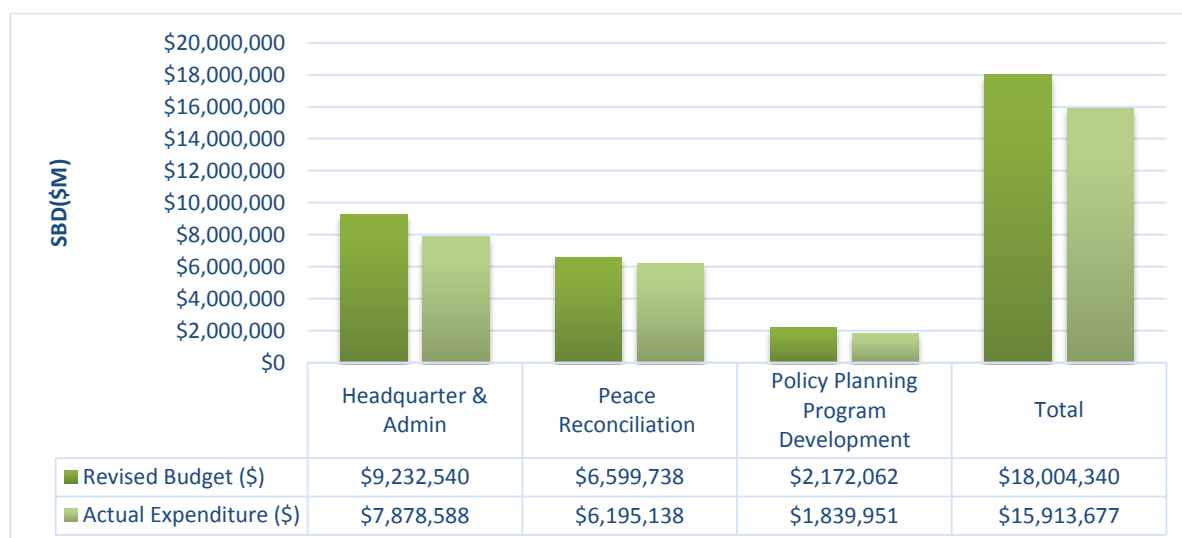


Figure 18 MNURP Recurrent Budget Performance by Division, 2015.

## 5.5 Summary of Annual Recurrent Budget Performance Comparative Data: 2012-15

While the Ministry annual Recurrent Budget actual expenditure is within the allocation, the difference of more than SBD\$2 million is substantial and that indicates improvement is required to fully expend the budget in the future.



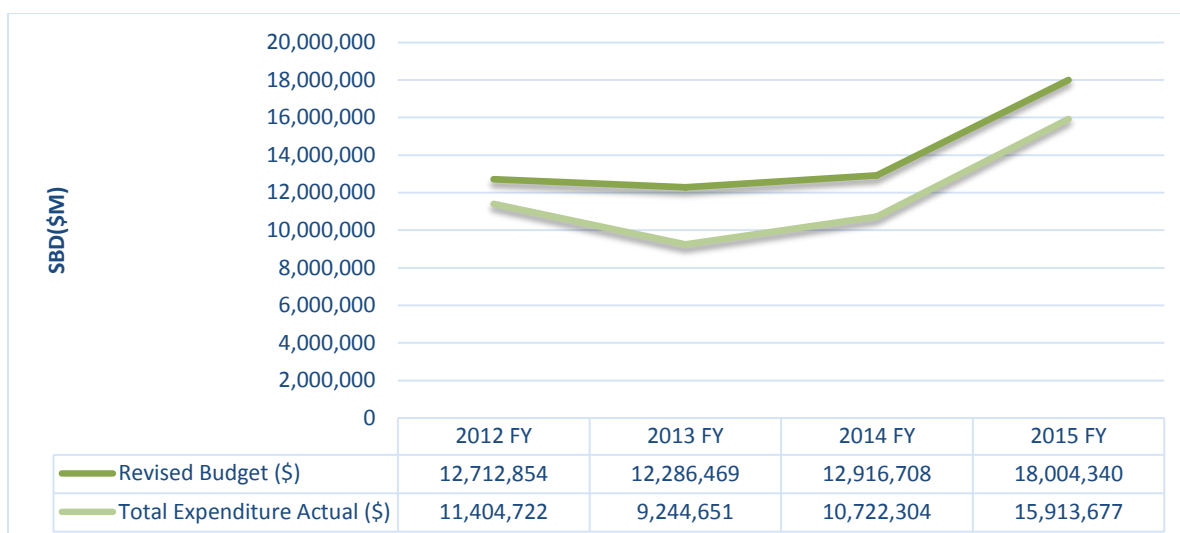


Figure 19 MNURP Annual Recurrent Budget Performance 2012-15.

## 5.6 Composition of Development Budget Expenditure 2015

The Bar Chart illustrates the performance on the Development Budget; National Peace Building & State Building project have underspent by 37% compared to Sustainable Development Fund project have fully utilize its allocation.



Figure 20 MNURP Composition of Development Budget Expenditure, 2015.

## 5.7 Summary of Annual Development Budget Performance Comparative Data: 2014-2015

The Ministry Development Budget has been created in 2014. As indicated in the Line Graph below, two-thirds of the Revised Budget had been expended while half of the Revised Budget for 2015 had been expended. The Ministry needs to improve planning and budgeting of the Development Budget to fully utilise the allocation.

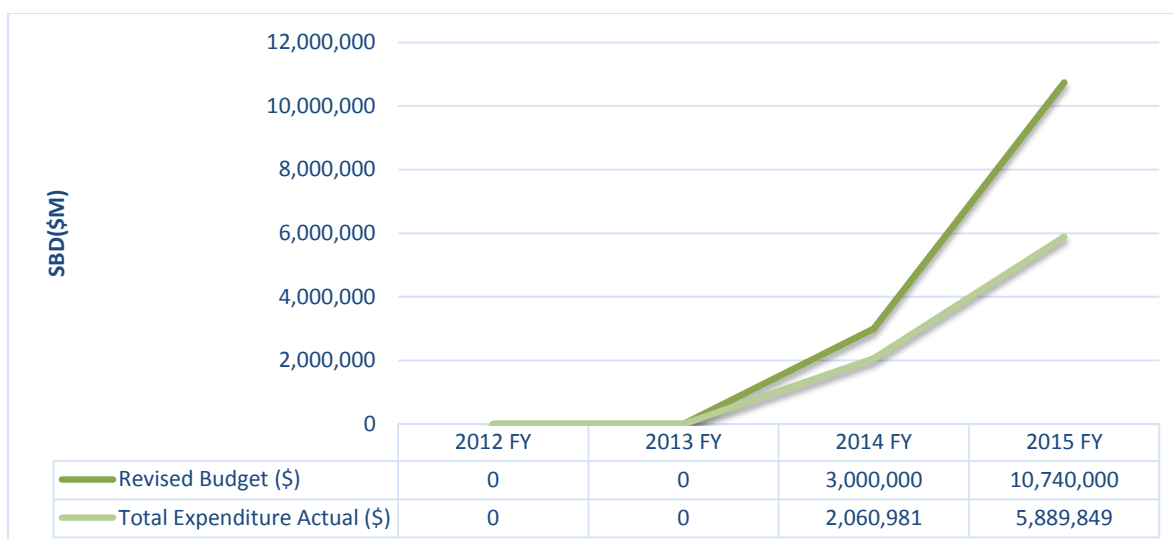


Figure 21 MNURP Annual Development Budget Performance, 2014-15.

