Ministry of National Unity, Reconciliation and Peace

2015

ANNUAL REPORT

Our Vision

‘A united, peaceful, prosperous, and resilient Solomon Islands’

Compiled by the Policy Planning Program Development Division
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# Acronyms

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

MNURP Annual Report 2015
**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.

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

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


VISION
A UNITED, PEACEFUL, PROSPEROUS, AND RESILIENT SOLOMON ISLANDS

MISSION
Promote and foster national unity and sustainable peace through reconciliation, healing and reintegration of individuals, communities, and sectors through strengthened multi-stakeholder partnership in peacebuilding throughout Solomon Islands.

VALUES

Social Justice
We adhere to the principles of social justice by respecting human rights, and promoting equality including gender equality and human dignity.

Good Governance
We commit ourselves to being transparent, responsible and accountable in our doings, and responsive to the needs of the people of Solomon Islands to which this corporate plan strives to serve.

Partnership
We believe in working together in a mutual manner to achieving our goals, both within the organisation and beyond. Given the nature and the complexities of the task in hand, and the challenges that come with it, our strength therefore lies in partnership.

Empowerment and Excellence
We strive for excellence as an important cutting edge for optimum achievement of our goals. Empowering our officers and that of our stakeholders through capacity building is a path we will take to enable us to effectively take on the peacebuilding responsibility.

Care for Welfare
We believe that caring for the social and physical welfare of our officers is of paramount importance as this bears heavily on the efficiency and productivity of the ministry.
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:

“Oversee, 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 31st December 2015.

Acronyms:

AA  Assistant Administration
CMEO  Chief Monitoring and Evaluation Officer
CD/L  Canoe Driver/Logistics
CIO  Chief Infrastructure Officer
CGPO  Community Governance Peace Officer
Choi  Choiseul
CO  Clerical Officer
CPRM  Chief Public Relations and Communications
CPRO [N/C]  CPRO [North and Central]
CPRO [W/S]  CPRO [West and South]
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
HHRM  Human Resource Manager
HT  Hygiene and Technician
HT [Hq]  Hygiene and Technician [Headquarter]

LO  Logistics Officer
Mala  Malaita
PA  Principal Accountant
PAO  Principal Administration Officer
PPPD  Policy Planning Programme Development
Recon  Reconciliation
SA  Senior Accountant
SPRO  Senior Peace and Reconciliation Officer
US  Under Secretary
v  Vacant

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.

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

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 31st December 2015. There were 35 Established and 5 Non-Established positions.

There were 38 (95%) filled positions and 2 (5%) vacant positions.
mainly comprises of staff delivering the core functions of the Ministry. These staffs are in the Chief Development Section.

Table 4 MNURP Staffing 2015.

<table>
<thead>
<tr>
<th>Division</th>
<th>Position Title</th>
<th>Level</th>
<th>No. of posts</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Established</td>
<td>Non-Established</td>
</tr>
<tr>
<td>HQ ADMINISTRATION</td>
<td>Permanent Secretary (HQ Admin)</td>
<td>SS4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>H2 Admin</td>
<td>Under Secretary (HQ Admin)</td>
<td>SS2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>H2 Admin</td>
<td></td>
<td>SS2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Sub-total</td>
<td></td>
<td></td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>CORPORATE SERVICES</td>
<td>Human Resources Manager (Corp Serv)</td>
<td>L12/13</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>H2 Admin</td>
<td>Chief Infrastructure Officer (Corp Serv)</td>
<td>L10/11</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>H2 Admin</td>
<td>Executive Personal Secretary (Corp Serv)</td>
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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.

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.

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MNURP Annual Report 2015
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 recruitment and selection process.

### 3.8 Staff Movements

Staff movements take 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 31st August.
- Hegstad Koga was transferred from the MJLA and commenced with the Ministry PPPD Division as the Chief Ministering and Evaluation Officer on 7th 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 Osiramo officially commenced official duties in her new role on 1st 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.

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

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 5th 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 38th General Conference in Paris, France from 30th October to 15th November 2015 funded by SIG.
- Hon. Samson Maneka attended the UNESCO Conference in Paris France from 12th to 16th November 2015 funded by SIG.

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**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.

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**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.)

**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.**

- 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 30th March at Makina Catholic Station and on 31st March at Alite. The two parties to the ceremony agreed to have a Reconciliation ceremony to resolve their tension related issues.

- The **Vaavalisi 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 8th 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 3rd to 7th 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 8th to 9th 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 Mbaelelea, 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.

• 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 30th August to 3rd 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.

• **Malaita Peacebuilding and Conflict Analysis Trainer Training Workshop** held at Rarasu Restaurant, Auki from 17th to 21st 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 31st August to 4th September and Gilbert Camp Communities from 7th to 11th September. The participants include the Vulnerable and Marginalised groups in these communities.

• 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 13th to 15th 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 2nd to 5th 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 27th to 30th 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 ad Elders. A total of 48 chiefs and elders attended.

• **Kolombangara Traditional Governance Systems and Structures Workshop** held from 22nd to 25th June. The Kolombagara 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 Kolombagara 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 13th to 21st 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.

• **Malaita Chiefs Traditional Governance Workshop** from 27th to 28th 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 15th to 17th 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 21st to 23rd 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 31st August to 3rd 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 26th to 27th August and the second meeting from 8th to 9th 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 29th September to 1st 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 14th to 17th 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 23rd to 31st 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 15th to 17th 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 SIPCRRRA**, $3 million paid to the Program.

1.3 Translate peace building recommendations of TRC after approval from parliament. DCC 1 (b) (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 outstanding issues that are important to peacebuilding in the country. DCC 2 (b) (vi)

• 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 split 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 Ngailhesi** 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, research.

2.1 Policy Planning and Program Development. DCC 2 (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 16th to 19th 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.

- **MNURP signed Research Study Partnership Agreement with Solomon Islands National University (SINU) on 14th 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.

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.

- **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.

- **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.

4.3 Educational awareness and advocacy on national consciousness and unity.

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

![Figure 12 MNURP PS Justus Denni and SINU Vice Chancellor at the signing if the Agreement.](image)
School on 21st 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.**

- **‘Iumi 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; 13th, 20th and 27th July; 3rd, 10th and 24th and 31st August and 7th, 14th and 21st September; and 5th and 12th 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 7th to 8th 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 prices.

- **Malaita International Day of Peace** was celebrated on 21st 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 21st 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.

- GPO presented sports equipment’s and cash prices 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 21st 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 24th September at Vurago village,

**Figure 13 Gizo Primary School Peace March during International Peace Day celebration.**
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 Peacebuilding Policy. DCC 2 (b) (viii)

- **The National Peacebuilding Policy (NPP)** was successfully launched on 21st 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.

- **The NPP first National Advisory Committee Meeting** was on 22nd 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.

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<thead>
<tr>
<th>Location</th>
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<td>10th-11th November</td>
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<tr>
<td>Gizo, Western</td>
<td>5th-6th November</td>
</tr>
<tr>
<td>Auki, Malaita</td>
<td>26th-27th August</td>
</tr>
<tr>
<td>Honiara, Guadalcanal Province</td>
<td>5th-6th August</td>
</tr>
<tr>
<td>Honiara City Council, Capital</td>
<td>30th-31st July</td>
</tr>
</tbody>
</table>

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

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.

**Learning and development programmes**
- 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.

**Capacity building and institutional strengthening**
- 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.

**Financial Management System**
- 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.

**Planning, Monitoring and Evaluation**
- 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.

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

**Ministry and Stakeholder Coordination**
- MNURP Provincial Offices need to be present in Office.
- 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.

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

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

![Bar Chart]

Revised Budget ($) | 18,004,340 | 10,740,000 | 28,744,340
Actual Expenditure ($) | 15,913,677 | 5,889,849 | 21,803,526

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.

![Line Graph]

Revised Budget ($) | 12,712,854 | 12,286,469 | 15,916,708 | 28,744,340 | 69,660,371
Total Expenditure Actual ($) | 11,404,722 | 9,244,651 | 12,783,285 | 21,803,526 | 55,236,184

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.

![MNURP composition of Recurrent Expenditure, 2015.](image)

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.

![MNURP Recurrent Budget Performance by Division, 2015.](image)

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.
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.

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.
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.

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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Revised Budget ($)</th>
<th>Total Expenditure Actual ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 FY</td>
<td>12,712,854</td>
<td>11,404,722</td>
</tr>
<tr>
<td>2013 FY</td>
<td>12,286,469</td>
<td>9,244,651</td>
</tr>
<tr>
<td>2014 FY</td>
<td>12,916,708</td>
<td>10,722,304</td>
</tr>
<tr>
<td>2015 FY</td>
<td>18,004,340</td>
<td>15,913,677</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>SBD ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 FY</td>
<td>7,740,000</td>
</tr>
<tr>
<td>2013 FY</td>
<td>3,000,000</td>
</tr>
<tr>
<td>2014 FY</td>
<td>10,740,000</td>
</tr>
<tr>
<td>2015 FY</td>
<td>5,889,849</td>
</tr>
</tbody>
</table>

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