

“Enhancing Peacebuilding in Solomon Islands through Partnership”

CORPORATE STRATEGIC PLAN 2020 - 2023



January 2020

MTGPEA CORPORATE STRATEGIC PLAN

2020 - 2023

**MINISTRY OF TRADITIONAL GOVERNANCE, PEACE AND ECCLESIASTICAL
AFFAIRS**

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Acronyms

BLC	Bills and Legislations Committee
Cap	Chapter
COVID-19	Corona Virus Disease - 2019
CSP	Corporate Strategic Plan
CSO	Civil Society Organisation
CTB	Central Tender Board
DCGA	Democratic Coalition for Change Government
DSE	Development Services Exchange
EMC	Executive Management Committee
HoDs	Heads of Divisions
HRDP	Human Resources Development Plan
IPAM	Institute of Public Administration and Management
MEHRD	Ministry of Human Resources and Development
M&E	Monitoring and Evaluation
MJLA	Ministry of Justice and Legal Affairs
MPNSCS	Ministry of Police, National Security, and Correctional Services
MNURP	Ministry of National Unity Reconciliation and Peace
MoFT	Ministry of Finance and Treasury
MoU	Memorandum of Understanding
MP	Member of Parliament
MPI	Mindanao Peacebuilding Institution
MTGPEA	Ministry of Traditional Governance, Peace and Ecclesiastical Affairs
MNPDC	Ministry of National Planning and Development Coordination
MWYCFA	Ministry of Women, Youth, Children and Family Affairs
NC	National Consultant
NCIU	Promote National Consciousness, Identity, and Unity
NDC	National Disaster Council
NDMP	National Disaster Management Plan
NDS	National Development Strategies
NGO	Non-Government Organisations
PIMEU	Policy Implementation, Monitoring and Evaluation Unit
SDG	Sustainable Development Goal
SICA	Solomon Islands Christian Association
SICW	Solomon Islands National Council of Women
SIFGA	Solomon Islands Full Gospel Association
SIG	Solomon Islands Government
SINPP	Solomon Islands National Peacebuilding Policy
SINU	Solomon Islands National University
SITESA	Solomon Islands Tertiary Education and Skills Authority
SWOT	Strengths, Weaknesses, Opportunities and Threats
TGCFB	Traditional Governance and Customs Facilitations Bill
TGPEA	Traditional Governance, Peace and Ecclesiastical Affairs
TLs	Traditional Leaders
TRC	Truth and Reconciliation Commission
UNDP	United Nations Development Program

MINISTER'S FORWARD



As the Minister responsible for the Ministry of Traditional Governance, Peace and Ecclesiastical Affairs (MTGPEA), I am pleased to present the Ministry's Corporate Strategic Plan (CSP) 2020-2023. As we focus into the future, it is important that we formulate our strategic pathway into the future to ensure that we achieve our strategic goals and development aspirations.

We have resolute that our vision is *"One People, One Country, and One Future, One Solomon Islands"*. This is our profound purpose and our intention to join hands together in transforming our individual expertise collectively to attain tangible peacebuilding outcomes that contributes positively to the social and economic development and nation building of our beloved Nation. As a Ministry, this is where we want to be in the future.

We have also dedicated ourselves to a mission of strengthening and empowering existing Traditional Governance (TG) and church systems and structures for sustainable peace, unity and development through partnership. This is our ultimate intention that drives our commitment for the accomplishment of our desired vision.

The Ministry is mandated to implement the Democratic Coalition for Change Government (DCGA) which are guided by these policy statements.

Policy 5.2.3.8 (a) –

- (a) Recognise, strengthen and empower traditional governance systems and structures to protect and preserve the diversity of our organic traditions and cultures in Solomon Islands.
- (b) Continue to pursue with stakeholders the implementation of the Truth and Reconciliation Commission (TRC) recommendations.
- (c) Promote National Consciousness, Identity, and Unity (NCIU)
- (d) Support and engage in peace education with relevant institutions.
- (e) Support strengthen and engage with peacebuilding stakeholders.
- (f) Recognise and support the roles of ecclesiastical institutions.

Whilst the Ministry is ambitious in creating and securing a peaceful Solomon Islands, we are fully aware of the many challenges that lies ahead. I am also aware of the on-going partnership and collaborative efforts of all Peacebuilding Practitioners including the Government, Churches, Traditional Leaders and Donor Partners. I strongly believe and optimistic that the Ministry will continue to deliver its mandates to maintaining peace and unity in our communities and the country as a whole.

I wish to acknowledge the commitment of the Permanent Secretary and the Ministry staffs who have worked tirelessly in the development of the Ministry's CSP 2020 -2023.

Sincerely,

A handwritten signature in dark ink, appearing to read 'S. Manetoali'.

HON. SAMUEL MANETOALI (MP)

Hon. Minister, MTGPEA

PERMANENT SECRETARY'S OVERVIEW



The Ministry is mandated to manage and coordinate the implementation of Government policies on TG, and Peacebuilding and Ecclesiastical Affairs.

Under the Government policy directions, the Ministry will endeavour on implementing the following flagship programs in the next three years to develop the Traditional Governance and Customs Facilitation Bill (TGCFB) and Initial facilitation of TG structures, develop the Commission on Conflict Prevention and Victims' Rights Bill and establishment of the Commission, and Review of the Solomon Islands National Peace Building (SINPP) policy.

The Ministry has adopted a new management approach since 2020. It involves the delegation of certain powers and responsibilities from the PS Office to designated supervisors and managers of the Divisions. For instance, some of the human resource and administration and financial responsibilities are decentralised while the area of programming is centralised. The mainstreaming of responsibilities in particular is an internal management reform that nurtures capacity development, confidence building and empowerment to future managers as well as enhancing organisational performance and efficiency.

This Corporate Strategic Plan (CSP) embedded improved management system that enables the Executive Management Team to meet monthly to review and monitor the progress of implementation of annual work programs against goals and objectives that will also measure organisational and staff performances.

Last year 2020 the COVID-19 pandemic has challenged our governance systems and normal operational procedures which leads to total lockdown of our borders. Since this pandemic will persist indefinitely, as Government Agencies we are reminded to be vigilant and re-strategize and redesign our programs and activities to suit our current state. We must improvise to maximise the utilisation of limited resources.

Despite the challenges of COVID-19 pandemic, we continue to deliver peacebuilding programs to targeted planned areas. I am honoured and indebted to the immense and invaluable support and assistance rendered by all Stakeholders in my first term in Office, hence, I am anticipating the same in fulfilling the Corporate Strategic Plan theme, *"Enhancing Peacebuilding in Solomon Islands through Partnership"* for the next three years.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Mae', written over a light blue horizontal line.

MR. PETER MAE

Permanent Secretary, MTGPEA

SECTION 1: OVERVIEW

This CSP is a road map that guides the Ministry in its implementation of the current DCGA government policies.

This CSP is designed in a coordinated approach to support the development and implementation of the objectives of the National Development Strategy 2016 – 2035.

This CSP acts as a Ministry's implementation framework to drive the achievement of the following SINPP Objectives.

- Coordinate stakeholders and promote social cohesion through capacity building and development in conflict prevention and resolution.
- Facilitate accountable, responsive and effective conflict management and transformation structures and mechanisms within government and traditional systems.
- Carry out the mandate of the MNURP, and promote community rebuilding and revitalization.

In achieving the above policy objectives, the following are key priority national issues that are proposed to be implemented commencing 2021.

- Finalisation for the re-tabling of the TGCFCB and Initial facilitation of Traditional Governance structures.
- Implement Reparation (Conflict Prevention and Victims' Rights Bill) and establishment of the Commission and Reintegration of Ex-Combatants policy.



- Review of National Peace Building Policy.
- Implementation of Ministerial functional review and structure and capacitate and resourcing of Peace and Ecclesiastical Affairs Division.



The COVID-19 pandemic have imposed constraints to financial resources to facilitate implementation of the overall national government policy goals. The Ministry needs to foster stronger partnership agreements and collaboration via intra-sectoral and inter-sectoral in order to achieve development aspirations of the national government of the day.

SECTION 2: OUR POLICY DIRECTION

The Ministry's Policy Direction is guided by the National Government's (DCGA) Policy Statement and the Policy Translation documents which are also aligned to our country's National Development Strategies 2016 -2035 (MNPDC, 2017).

As a member of the United Nations, SIG at the Ministry level is also committed to achieving its global commitments (SDG Goal 16) through the implementation of the MTGPEA Corporate Strategic Plan 2020 -2023.

2.1 DCGA Policy Statement

With reference to DCGA Policy Statement 5.2.3, under social sector the Ministry aims to efficiently and effectively deliver adequate and quality social services to the people of Solomon Islands through Policy Statement 5.2.3.8 specifically for MTGPEA to implement recommendations of the Parliamentary Foreign Relations Report passed in 2009 recommending government to recognise traditional governance structures and Churches. These policy directions are as stated below.¹

Policy 5.2.3.8 (a) –

- (a) Recognise, strengthen and empower traditional governance systems and structures to protect and preserve the diversity of our organic traditions and cultures in Solomon Islands.
- (b) Continue to pursue with stakeholders the implementation of the Truth and Reconciliation Commission (TRC) recommendations.
- (c) Promote National Consciousness, Identity, and Unity (NCIU)
- (d) Support and engage in peace education with relevant institutions.
- (e) Support strengthen and engage with peacebuilding stakeholders.
- (f) Recognise and support the roles of ecclesiastical institutions.



National Symposium for Church Leaders, October 2020.

¹ DCGA Policy Statement 2019

SECTION 3: OUR MINISTRY'S VISION, MISSION, AND VALUES

The Ministry Vision and Plan Theme

The vision of the Ministry is to **“One People, One Country, and One Future, One Solomon Islands”**. In embracing this vision, the theme of this Corporate Plan 2020 -2023 is **“Enhancing Peacebuilding in Solomon Islands through Partnership”**.

The Ministry Mission Statement

“To Strengthen and Empower Traditional Governance and Church systems and structures for Sustainable Peace, Unity and Development through Partnership”.

The Ministry Values

In order for the Ministry to meet its Vision, Mission, and Peacebuilding Goals. Upholding these Values as enshrined in the Public Service Code of Conduct are of paramount importance. Hence, the performance of the Ministry Staff will also be measured against these Values:

- **Respect** – respect all, and uphold relevant laws.
- **Unity** – steadfast with our common goal to nurture peace and maintain stability.
- **Honesty** – Christian virtue that must be upheld and abide with.
- **Justice** – uphold moral justice and fairness for all.
- **Good Governance** – must maintain transparency and accountability at all levels.
- **Partnership** – maintain and forge stronger relationship with relevant stakeholders
- **Empowerment** – empower all to become productive citizens.
- **Staff Welfare** – entails everything that contributes to the wellbeing of each staff.
- **Reliability** – maintain high level of accuracy and reliability of information and conduct.

3.1 GOALS

The CP 2020 -2023 is underpinned by a Strategic Framework covering eight Goals, eight Strategic Objectives, and twenty Strategies.

GOAL 1: TRADITIONAL LEADERS ARE FORMALLY RECOGNISED AND EMPOWERED

1.1 Corporate Objective *Recognise, strengthen and empower traditional governance systems and structures.*

Strategies:

- (a) Further consultation on Draft TGCFB in accordance with BLC Recommendations.
- (b) Facilitate Traditional Leaders (TLs) Empowerment programmes.

GOAL 2: POST-CONFLICT INITIATIVES AND LEGAL FRAMEWORKS UNDERTAKEN

2.1 Corporate Objective *Sustainable post-conflict rehabilitation programs for affected people and communities.*

Strategies:

- (a) Facilitate peacebuilding initiatives on outstanding priority issues.
- (b) Continue with legislative process on Reparation Policy (Policy on a Commission for Conflict Prevention and Victims' Rights) and Reintegration Policy (Post Conflict Reintegration Policy).

GOAL 3: NATIONAL CONSCIOUSNESS, IDENTITY AND UNITY FULLY REALISED

3.2 Corporate Objective *Promoting national consciousness and unity to reflect cultural identity and sensitivity.*

Strategies:

- (a) Facilitate NCIU initiatives.
- (b) Involve and engage in significant international, national, cultural and religious peace events to promote peace and unity.

GOAL 4: PEACE EDUCATION MAINSTREAMED NATIONWIDE

4.1 Corporate Objective *Institutionalise Peace Education in Educational Institutions throughout the country.*

Strategies:

- (a) Collaborate with Education Institutions to develop Peace Curriculum.
- (b) Work in partnership with other relevant Stakeholders and Institutions to develop Comprehensive Peace Education Materials.

GOAL 5: STRONG AND EFFECTIVE PARTNERSHIP WITH CHURCHES

5.1 Corporate Objective Provide support delivery of ecclesiastical initiatives.

Strategies:

- (a) Ministry working as development partners with Churches.

GOAL 6: STRONG AND EFFECTIVE PARTNERSHIP WITH PEACEBUILDING STAKEHOLDERS

6.1 Corporate Objective MTGPEA has the capacity and capability to carry out its functions efficiently.

Strategies:

- (a) Advance and strengthen peacebuilding networks and partnership both nationally and internationally.

GOAL 7: MTGPEA IS ABLE TO FULFILL ITS MANDATE EFFECTIVELY

7.1 Corporate Objective MTGPEA has the capacity and capability to carry out its functions efficiently.

Strategies:

- (a) Increase the human and financial resources to deliver peacebuilding policies, programmes and activities.
- (b) Ensure that human and financial resources management adhered to SIG laws, policies and best practices.
- (c) Facilitate local and international learning and development programmes for staffs according to the Ministry Human Resources Development Plan.
- (d) Gender mainstreaming in Ministry policies, plans, programmes and activity.
- (e) Ensure that staffs are accorded with the appropriate scheme of service including staff welfare.
- (f) Maintenance of Ministry assets, record management and properties in a sound manner.
- (g) Improve communications in the Ministry and Provincial Offices.

GOAL 8: EFFECTIVE REPORTING, ADVOCACY AND AWARENESS

8.1 Corporate Objective Effective M&E, Advocacy and Awareness

Strategies:

- (a) Undertake monitoring and evaluation of programs and activities.
- (b) Providing peacebuilding advocacy and awareness initiatives.
- (c) Ensure that the National Peacebuilding Policy is reviewed and Implemented.

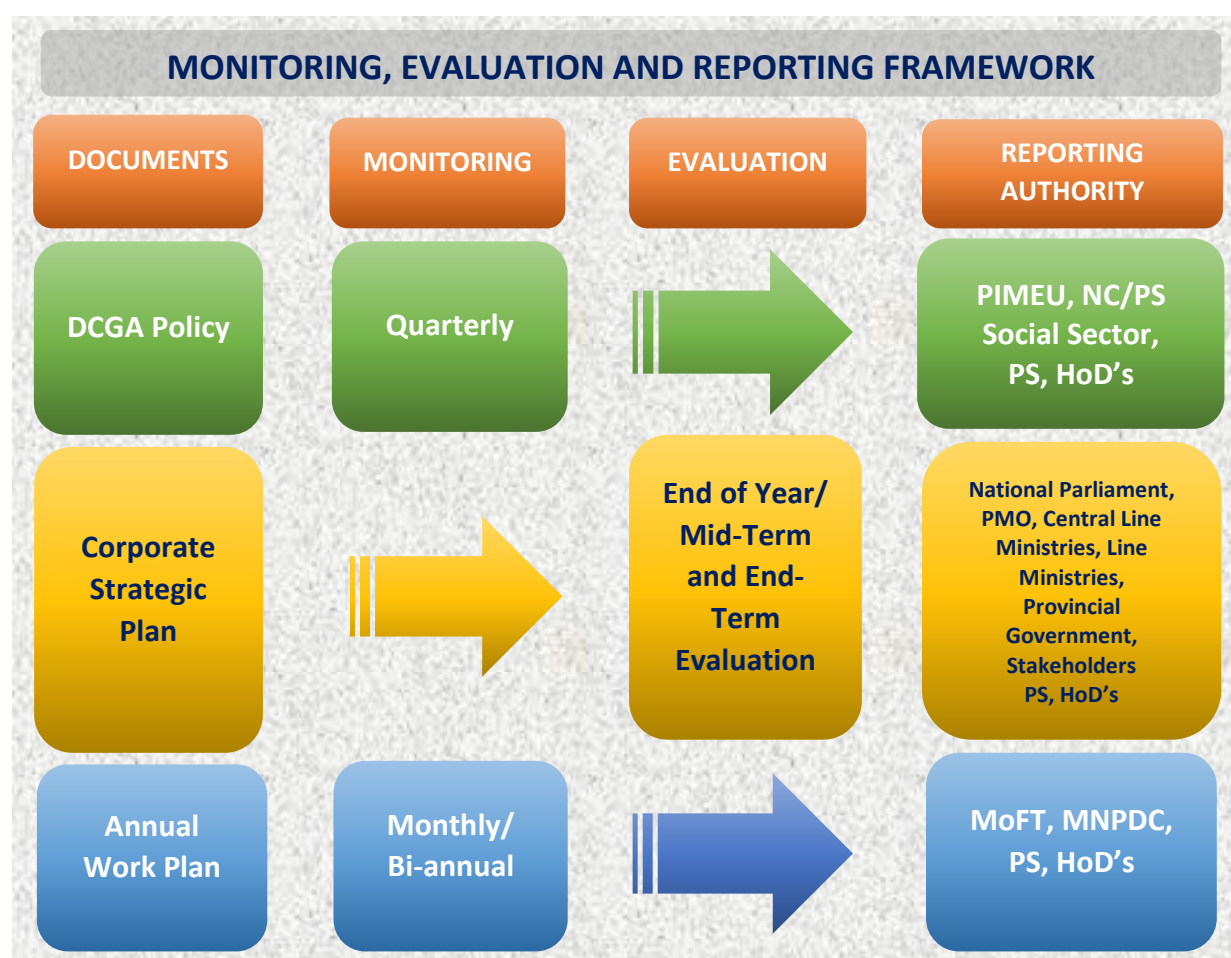
SECTION 4: MONITORING AND EVALUATION

The PS as the Accountable Officer is also the responsible Officer for the overall supervision for the monitoring, evaluation and reporting of the CSP at the Ministry level as illustrated below.

The Ministry HoD's to monitor the progress on the Ministry Annual Work plan outputs using Monthly and Bi-annual Traffic Light Reports.

The Ministry will also produce Quarterly Policy Implementation Reports to Policy Implementation, Monitoring and Evaluation Unit (PIMEU).

There will be mid-term and end-term evaluation of the CSP to measure progress and achievements of policy implementation and CSP goals which will be submitted to the National Parliament, PMO, Central Line Ministries and other Line Ministries, Provincial Government and Stakeholders.



SECTION 5: LINKAGES TO OTHER PLANS

4.1 Links to other plans

The Ministry aligns its policy, planning and programme development to achieve the medium-term and long-term strategic goals and objectives embedded in the over-arching policy and planning frameworks of the Government and the global goals. This is illustrated in the Figure below.



SECTION 6: OUR MINISTRY

5.1 Ministerial Mandate

The Cabinet decision was effected by way of Legal Notice and Gazetted on 29th April 2019 for the change of Ministerial mandate from MNURP to MTGPEA. The Portfolio functions assigned to this Ministry are: -

- Traditional Governance Development and Customs Facilitation Programmes
- Peace and Peacebuilding Programmes
- Ecclesiastical Affairs
- Ecclesiastical Affairs Programmes
- Policy, Research and Public Relations Development Programmes
- National Consciousness, Identity and Unity
- Development Programmes

This leads to the establishment of the TG Division and the incorporation of the Ecclesiastical Affairs with the former Peace and Reconciliation Division that leads to the creation of the Peace and Ecclesiastical Affairs Division that make up to the total of four Divisions.

There is no Act of Parliament that governs the Ministry's operation. However, there are other Legislations that provides administrative functions and power to this Ministry including: -

- | | | | |
|------|--------------------------------------|-------|-----------------------------|
| i) | Legal Notice 709 of 2019 | v) | Public Service Act (Cap 92) |
| ii) | Legal Notice 36 of 11/3/2002 | vi) | General Orders |
| iii) | Constitution of Solomon Islands 1978 | vii) | Public Finance Act 2013 |
| iv) | Labour Act (Cap 73) | viii) | Financial Instructions |

5.2 Organisational Structure

Below is the current MTGPEA Organisational Structure that is adopted in 2020 and is relevant structure applicable for 2021.



MTGPEA Head Office staffs


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graph TD
    HM[HON. MINISTER] --> PS[PERMANENT SECRETARY]
    HM --> EPS[EPS]
    PS --> DST[DS [T]]
    PS --> DSC[DS [C]]
    
    DST --> DPPP[DPPD]
    DST --> DTG[DTG]
    DST --> DPEA[DPEA]
    
    DPPP --> DPPP[DPPD]
    DPPP --> DDM&E[DDM&E]
    DPPP --> CPRCO[CPRCO]
    DPPP --> CMEO[CMEO]
    
    DTG --> DDTG_Malaita[DDTG [Malaita]]
    DTG --> DDTG_HO[DDTG [HO]]
    DTG --> DDTG_Guad[DDTG [Guad]]
    DTG --> DDTG_Choiseul[DDTG [Choiseul]]
    DTG --> DDTG_Western[DDTG [Western]]
    DTG --> HRM[HRM]
    DTG --> FC[FC]
    
    DDTG_Malaita --> CTGO_N/C[CTGO [N/C]]
    DDTG_Malaita --> CPEAO_W/S[CPEAO [W/S]]
    CPEAO_W/S --> STGO[STGO]
    CPEAO_W/S --> SPEAO[SPEAO]
    
    DDTG_HO --> CTGO_Mak_T_R[CTGO [Mak/T /R]]
    DDTG_HO --> CTGO_Hon[CTGO [Hon]]
    DDTG_HO --> CTGO_C/I[CTGO [C/I]]
    
    DDTG_Guad --> CTGO_North[CTGO [North]]
    DDTG_Guad --> CPEAO_South[CPEAO [South]]
    CPEAO_South --> STGO[STGO]
    CPEAO_South --> SPEAO[SPEAO]
    
    DDTG_Choiseul --> CTGO[CTGO]
    CTGO --> STGO[STGO]
    
    DDTG_Western --> CTGO[CTGO]
    CTGO --> CGO[CGO]
    CTGO --> CGO[CGO]
    
    HRM --> PAO[PAO]
    PAO --> SAO[SAO]
    SAO --> CO[CO]
    SAO --> RO[RO]
    CO --> LO_Hq[LO [Hq]]
    RO --> LO_Chal[LO [Chal]]
    LO_Hq --> HT_Mala[HT [Mala]]
    LO_Hq --> HT_West[HT [West]]
    LO_Hq --> HT_Hq[HT [Hq]]
    LO_Chal --> HT_Guad[HT [Guad]]
    LO_Chal --> HT_Chal[HT [Chal]]
    
    FC --> CIO[CIO]
    CIO --> PA[PA]
    PA --> AAO[AAO]
  
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Acronyms:

AAO	Assistant Accountant Officer
CMEO	Chief Monitoring and Evaluation Officer
LO	Logistics Officer
CIO	Chief Infrastructure Officer
CGO	Community Governance Officer
Choi	Choiseul
CO	Clerical Officer
CPRCO	Chief Public Relations and Communications Officer
CTGO	Chief Traditional Governance Officer
CPEAO	Chief Peace and Ecclesiastical Affairs
CTGO [N/C]	Chief Traditional Officer [North and Central]
CPEAO [W/S]	Chief Peace and Ecclesiastical Officer [West and South]

AAO	Assistant Accountant Officer
CMEO	Chief Monitoring and Evaluation Officer
LO	Logistics Officer
CIO	Chief Infrastructure Officer
CGO	Community Governance Officer
Choi	Choiseul
CO	Clerical Officer
CPRCO	Chief Public Relations and Communications Officer
CTGO	Chief Traditional Governance Officer
CPEAO	Chief Peace and Ecclesiastical Affairs
CTGO [N/C]	Chief Traditional Officer [North and Central]
CPEAO [W/S]	Chief Peace and Ecclesiastical Officer [West and South]
CTGO [C/I]	Chief Traditional Officer [Central and Isabel]
CTGO [Hon]	Chief Traditional Governance Officer [Honiara]
CTGO [Mak/T/R]	Chief Traditional Governance Officer [Makira/Temotu/Renbel]
DPEA	Director Peace and Ecclesiastical Affairs
DD M&E	Deputy Director Monitoring and Evaluation
DTG	Director Traditional Governance
DDTG	Deputy Director Traditional Governance
DDPEA	Deputy Director Peace and Ecclesiastical Affairs
EPS	Executive Personal Secretary
FC	Financial Controller
Guad	Guadalcanal
HRM	Human Resource Manager
HT	Hygiene and Technician
HO	Head Office
LO	Logistics Officer

Mala	Malaita
PA	Principal Accountant
PAO	Principal Administration Officer
DPPPD	Director Policy Planning Program Development
DDPPPD	Deputy Director Policy Planning Program Development
RO	Registry Officer
SAO	Senior Administration Officer
SPEAO	Senior Peace and Ecclesiastical Affairs
STGO	Senior Traditional Governance Officer
SLO	Senior Legal Officer
DS [C]	Deputy Secretary [Corporate]
DS [T]	Deputy Secretary [Technical]

6.3 Management

Under its new mandate, the Ministry will be managed and coordinated in two categories.

Governance Bodies	Members	Definition of Responsibilities	Frequency of Reporting
Internal Governance Bodies			
EMC/HOD's	PS DST/ DSC Director (TG, PPPD, PEA) DDs HRM FC	PS is the Chairperson and Head of Executive Management Committee. DST and DSC may co-chair meeting or substantive chair in absence of the PS. Secretary shall be appointed by the Chairperson. The HODs is responsible for providing guidance, advice and directions to the ministry.	Monthly meeting or upon urgency of matters arising.
Ministry Tender Board	PS DST DSC FC HRM	PS is the Chairperson. FC is the Secretary DSC, DST, HRM are ordinary members. To oversee and endorse development projects, proper disposal of Ministry assets in compliance with the SIG Procurement protocols.	As and when required, report to relevant authorities (CTB and MoFT).
Ministry Technical Team	DST Directors (TG, PPPD, PEA) DD (TG, PPPD, PEA) Chiefs (TG, PPPD, PEA) SLO	DST is the Chairperson. Director PPPD is the Secretary SLO to provide advice on legal matters. To oversee and make recommendations over technical matters faced by Technical Divisions. To oversee and make recommendation on programs, activities, monitoring and reporting.	As and when required.
Budget Implementation Committee	PS FC DST, DSC Directors HRM	PS is the Chairperson. FC is the Secretary DST, DSC, Directors, HRM are ordinary members. To develop, manage and monitor Ministry budget implementation according to approved annual work programmes.	According to annual SIG Budget Cycle.
HRDP Committee	DSC HRM Directors (TG, PPPD, PEA)	Chairperson is the DSC. Secretary is the HRM. Directors (TG, PPPD, PEA) are members. To develop, revise, implement and monitor the Ministry HRDP (staff annual training plan, staff succession planning, and internal staff capacity development (mentoring and coaching). Liaise with Training Providers, Public Service, MEHRD (SITESA) and MNPDC for national training plan.	Meeting held prior to subsequent year.
Inter Cross-Sectoral Governance Body			
National Peacebuilding Advisory Committee (NPAC)	PS MTGPEA/OPMC Rep. Director PS MJLA PS MNPCS PS MNPDC PS MWYCFA UNDP Rep. SICA Rep. SIFGA Rep.	PS & OPMC Rep. are Co-Chair. Director is the Secretary. Members include PS MJLA, PS MNPCS, PS MNPDC, PS MWYCFA, UNDP Rep., SICA Rep. and SIFGA Rep. Providing relevant peacebuilding advice and information dissemination and discussion on important peacebuilding matters of national interest to NPAC Members and Stakeholders.	Quarterly meeting

6.4 Provincial Coordination

The Ministry will continue to work in coordination with the Provincial Peace Desks mainly; Western TGPEA Office, Choiseul TGPEA Office, Guadalcanal TGPEA Office, Malaita TGPEA Office and Honiara TGPEA Office in the delivery, monitoring and evaluation of TG, peacebuilding and ecclesiastical programs and activities, human resource and financial resources, the Provincial Desks act as Focal Points of the national government as illustrated below.

However, there are focal points at the Provincial Government level for other Provinces that have yet to establish their Provincial Desks. There are designated Officers at the Ministry level that oversees and manages the delivery of programs and activities at respective provinces concerned. These Provinces are; Isabel, Central, Makira, Temotu, and Renell and Bellona.

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



The 'Swearing In Ceremony' of the MTGPEA Permanent Secretary in 2019.

SECTION 7: OUR STAKEHOLDERS

7.1 Ministry Key Stakeholders

The Ministry's key Peace building Partners and Stakeholders includes the following stakeholders that have direct and indirect relationship with the Ministry.

Internal (Government Partners)

- Office of the Prime Minister and Cabinet
- Ministry of Public Service
- Ministry of National Planning and Development Coordination
- Ministry of Finance and Treasury
- Ministry of Police, National Security and Correctional Services
- Ministry of Home Affairs
- Ministry of Culture and Tourism
- Ministry of Communication and Aviation
- Ministry of Provincial Government and Institutional Strengthening
- Ministry of Foreign Affairs and External Trade
- Ministry of Agriculture and Livestock
- Ministry of Lands, Housing and Survey
- Ministry of Justice and Legal Affairs
- Ministry of Forestry and Research
- Ministry of Rural Development
- Ministry of Environment, Climate Change, Disaster Management and Meteorology
- Ministry of Women, Youth, Children and Family Affairs
- Ministry of Education and Human Resources Development
- Provincial Governments
- Honiara City Council

External (Civil Society Organizations)

- Solomon Islands Churches
- Solomon Islands National University (SINU)
- Mindanao Peacebuilding Institute (MPI)
- Development Services Exchange (DSE)
- Non-Government Organisations (NGOs)
- Solomon Islands National Council of Women (SICW)
- Solomon Islands Christian Association (SICA)
- Solomon Islands Full Gospel Association (SIFGA)
- United Nations Development Programme (UNDP)
- Council of Chiefs, House of Chiefs
- People with Special Needs



Western Province TLs



National Symposium for TLs on Traditional Governance and Post-Conflict Rehabilitation, September 2019.

SECTION 8: ANALYSIS OF THE CURRENT SITUATION

8.1 Strengths Weakness and Opportunities Threats (SWOT) Analysis

The Ministry conducted SWOT analysis during the Ministry's Planning Workshop in 2020. The SWOT analysis has identified a number of imminent achievements and challenges that the Ministry would need to address. These includes the following:

Structural review

The Ministry have undertaken internal structural and functional review of its mandate due to the Cabinet's decision on April 2019. The former MNURP had changed to MTGPEA with additional Division as the TG and incorporation of the Ecclesiastical Affairs in the Peace Division. The reform process sits in well with the reigning Government's policy intention and the aspired direction to achieve national social and economic development goals.

Reparation and Victims' Rights Policy

The other flagship program for the Ministry is the work on Reparation and Victims' Rights policy. At present, the Ministry had reached a policy document that needs further consultation for Cabinet endorsement to embark on legal policy process for eventual tabling in Parliament.

Re-integration of Ex-Combatants Policy

Similarly, the Re-integration of Ex-Combatants Policy is in the policy stage that also requires further consultation for validation of the policy.

TGCFB

The nationwide re-consultations of the TGCFB commenced in 2020. The Provinces completed includes Choiseul, Western, Malaita, Guadalcanal and Honiara with participants comprising of TLs, Church Leaders, Elders, Women, Youth and SIBA. Funding was provided by UNDP Solomon Islands through the Inclusive Governance of Natural Resources for Greater Social Cohesion in Solomon Islands project (IGNR). The remaining Provinces will be funded by SIG commencing in 2021.

The Anthropological Studies is also funded under UNDP IGNR project with Inception Report completed and embarking on the research component commencing 2021.

Resources

The Ministry have limited resources required to deliver its mandate throughout the country reaching the rural populace. Political directives often disturb Ministry activity implementation especially during financial set-back experienced by the country starting in 2020 which leads to reprioritisation of government policies and goals.

Human Resources Management

Apparently there is strong commitment and support by all staff. While the Ministry is keen to undertake recruitments of new staffs, the maintenance to conduct office orientation programme as an internal mandatory human resource requirement is yet to be firmly adopted for best practice. Also, some of the job descriptions need to be reviewed according to the functional review exercise and the restructuring process.

The systematic application of the Performance Management Programme (PMP) as an integral part of human resource management is yet to be firmly and consistently practiced annually in the Ministry.

Notably, unlike other Ministries, MTGPEA recruitment process takes less time to fill vacant and new positions.

Learning and Development

Though the Ministry Human Resource Development Plan (HRDP) 2013-2017 has yet to be reviewed, the Ministry encourages and value the provision of relevant learning and development programs for staffs both nationally and internationally. Staffs attend over the years the IPAM Trainings while others progressed long-term trainings in Diploma Finance and Administration programmes at the Solomon Islands National University.

The Ministry signed MoU with MPI and have sent staffs over the past 7 years for Peacebuilding Trainings but missed this opportunity in 2020 due to the COVID-19 pandemic.

A culmination of intellectual capacity development in the peacebuilding area renders confidence for

the Ministry performance and productivity in executing its mandate.

Service delivery

The Ministry has demonstrated over the year's substantial peacebuilding initiatives both in Honiara and the Provinces. The delivery process for the rural populace was made through the Ministry Five Provincial Desks with 4 Focal Points acting as conduits in the Provincial centres. As an evolving Ministry, establishing new Peace Desks in the remaining Provinces is essential to enhance coordination and mobility.

Finance

The Ministry Head Office in Honiara manages financial aspect for the Provincial Desks. The Provincial Offices have actively participated and involved in the annual Ministry budgeting process and thus have direct access to National Budget. This also includes accessing imprests for programmes and activities. However, work needs to be done to improve the non-timely acquittal of imprests. The present threats of COVID-19 pandemic adversely impede the national economy. The effects of budget uncertainty due to COVID-19 pandemic put the Ministry in a difficult position to planning and implementation of Government policy and executing Ministry mandates and strategic goals.

Monitoring and Evaluation

The Ministry M&E Framework needs to be developed for continuous monitoring and evaluation of the Ministry programs and activities. Improving the internal mechanism for the production of monthly and quarterly reports are positive steps to improving and enhancing the public sector compliance and public awareness of the progress and achievements of the Ministry.

Additionally, the submission of post activity reports needs to be improved for deliberation during the HoD's meetings.

Communication

The Ministry needs to improve on internal departmental and external linkages. The Ministry line of communication needs improvement.

Policy

The SINPP was geared for review in 2020 but was

disturbed by the COVID-19 pandemic. A prompt review process will bring the policy into currency for a more reflective, and robust policy framework to induce practical implementation.

Information base

Having Ministry electronic information storage system is essential for safe-keeping and effective retrieval of information as and when needed. Now that the TG, Peace and Ecclesiastical Affairs are operational, attending to public queries with relevant information system is vital. The information hub would be important for reporting to Government and Stakeholders.

Re-establishment of the Resource Centre to store hard copy materials such as reports, journals, and research materials. The Ministry is envisioning setting up a Research Unit which essentially requires strong information base from this resource centre as a source for evidenced based studies and decision making.

Traditional Governance

The TGCFB 2018 is currently one of the flagship program for the Ministry. The COVID-19 pandemic impedes the progress of the consultation process required by the BLC Report. The support provided by UNDP immensely contributed to progressing the consultation processes starting in 2020. The eventual re-tabling of the Bill depends entirely on financial support from SIG and primary Donor partners such as UNDP.

Stakeholder Relationship

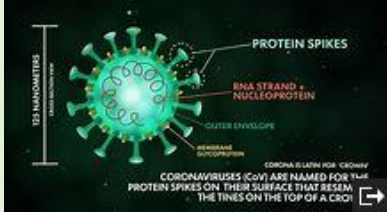

The Ministry maintains strong relationship with key partners and agencies in the peacebuilding fraternity. Peacebuilding practitioners have contributed in partnership from all works of life including churches, NGOs and the civil society organisations.

Cultures

Solomon Islands is a country comprised of islands with diverse ethnic groupings and cultures. Having faced with challenges in such a socially traditional and cultural landscape. The Ministry managed to contextualise its approaches and capability when manoeuvring in these situations to finding possible solutions and ways to progress in a culturally friendly manner.

8.2 Risk Management

The MTGPEA had identified few risks that could preventing the achievement of its strategic goals and objectives. The following risks and mitigations are illustrated in the Table below.

RISK	MITIGATION
<p>Socio-economic and political effects of COVID-19 pandemic</p>  <p>Third from left is the MTGPEA staff in the 2020 Joint Deployment as part of the Whole of SIG response to COVID-19.</p>	<p>Adherence to the COVID-19 national and international measures and requirements.</p> <p>Maximum utilisation of limited available resources (human and financial) in the implementation of Ministry programs and activities required outputs and CSP outcomes according to DCGA policy.</p>  <p>Any program implementation must comply with the National Disaster Management Plan 2018².</p>
Budget Cuts and Cash flow problem	Reprioritizing program and activities according to available budget after 50% savings for COVID-19 pandemic preparedness.
Delay of Reparation and Reintegration Policy implementation	Prompt collaboration and dialogue between MTGPEA to ease and release funds appropriated for the implementation of the policies.
Implementation of TGCFB	Anthropological studies to be effected as per the BLC Recommendations.
Retirees and staff turn-over	HRDP put in place including Succession Planning, mentoring and coaching.

² Solomon Islands Government, 2018, National Disaster Management Plan, NDC, Honiara.

SECTION 9: OUR HUMAN AND FINANCIAL RESOURCES

9.1 Human Resources

9.1.1 Functional Review

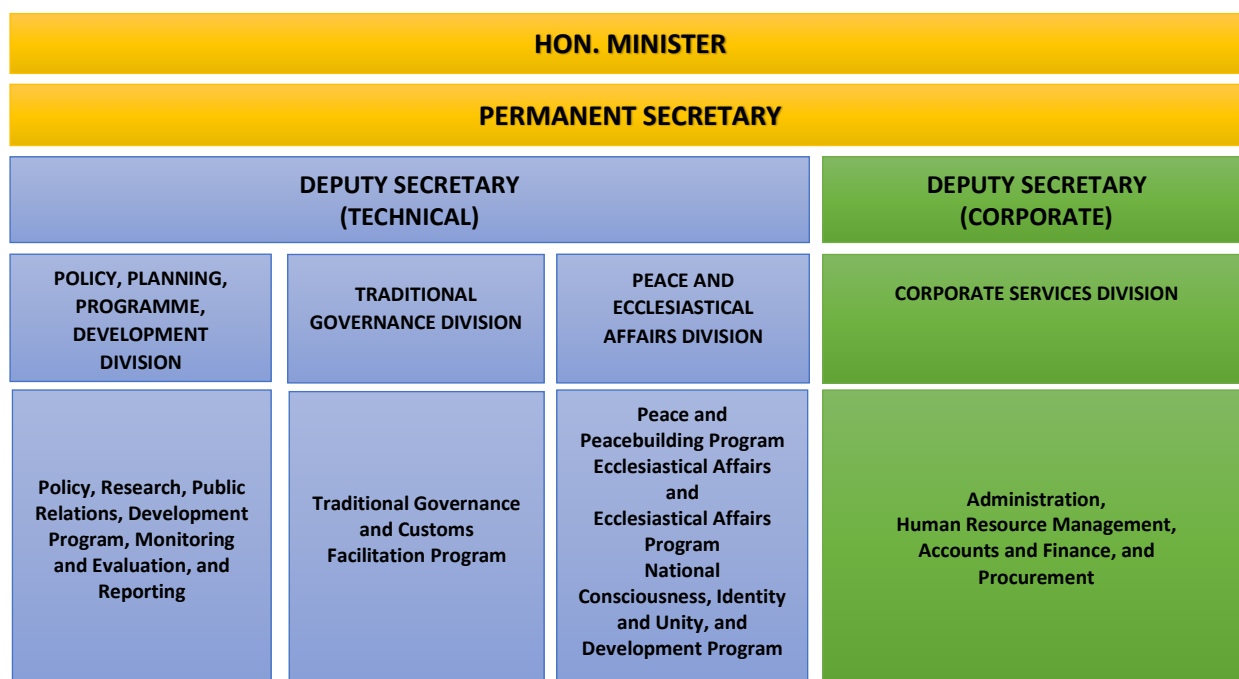
Following Cabinet Directive, the gazetted functional responsibilities issued in April 2019 formed the basis for the proposed changes. This involved the change of Ministry name from MNURP to MTGPEA. This shift effected the transfer of mandatory role of TG and Ecclesiastical Affairs under the MoHA to MTGPEA.

The restructuring process also aligns with substantial human resource and budgetary requirements. There were minor changes to the proposed structure and establishment. As such, two Divisions emerged out of the former Peace and Reconciliation Division. They were TG, and Peace and Ecclesiastical Affairs as illustrated in the Diagram below.

To operationalise these Divisions, recruitment of the Director and Deputy Director positions for the TG Division were done in 2020 and a confirmation from the MPS had endorsed recruitment for the Director of Peace and Ecclesiastical Affairs Division (DPEAD) commencing in 2021.

The CTGO for Makira/Temotu/Renbel, Central/Isabel and Honiara assumed dual responsibilities on TG and Peace and Ecclesiastical Affairs until such time when the positions are created.

Job descriptions have also been revised to be consistent with the changes.



9.1.2 Current Establishment

The Table below shows the current Ministry Establishment 2020 and 2021.

POSITION DETAILS				YEAR	
SECTION	POSITION TITLE	LEVEL	LOCATION	2020	2021
HQ ADMINISTRATION					
Head Office Admin	Permanent Secretary	SS4	Honiara, Head Office	1	1
Head Office Admin	Deputy Secretary Corporate Services	SS2	Honiara, Head Office	1	1
Head Office Admin	Deputy Secretary Technical	SS2	Honiara, Head Office	1	1
Total				3	3
CORPORATE SERVICES DIVISION					
Corp	Human Resources Manager	L12/13	Honiara, Head Office	1	1
Corp	Senior Legal Officer	L10/11	Honiara, Head Office	1	1
Corp	Chief Infrastructure Officer (<i>Suspended on Disciplinary grounds</i>)	L10/11	Honiara, Head Office	1	1
Corp	Executive Personal Secretary	L8/9	Honiara, Head Office	1	1
Corp	Principal Administration Officer	L8/9	Honiara, Head Office	1	1
Corp	Senior Administration Officer	L7/8	Honiara, Head Office	1	1
Corp	Assistant Administration Officer (<i>Registry</i>)	L4/5	Honiara, Head Office	1	1
Corp	Clerical Officer	L4/5	Honiara, Head Office	1	1
Corp	Logistics Officer	L3/4	Honiara, Head Office/Choiseul	2	2
Corp	Receptionist (<i>Casual basis – needs bid</i>)	L3	Honiara, Head Office	1	1
Corp	Hygiene Technicians	L2	Honiara, Head Office/Western/	5	5
Total				16	16
ACCOUNTS & FINANCE					
Accounts	Financial Controller	L12/13	Honiara, Head Office	1	1
Accounts	Principal Accountant	L8/9	Honiara, Head Office	1	1
Accounts	Assistant Accountant	L6/7	Honiara, Head Office	1	1
Total				3	3
TRADITIONAL GOVERNANCE DIVISION					
TG	Director Traditional Governance	S1	Honiara, Head Office	1	1
TG	Deputy Director Traditional Governance	L12/13	Honiara, Head Office	1	1
TG	Deputy Director Traditional Governance	L12/13	Western	1	1
TG	Deputy Director Traditional Governance	L12/13	Malaita	1	1
TG	Deputy Director Traditional Governance	L12/13	Guadalcanal	1	1
TG	Deputy Director Traditional Governance	L12/13	Choiseul	1	1
TG	Chief Traditional Governance Officer	L10/11	Makira/Temotu/Renbel	1	1
TG	Chief Traditional Governance Officer	L10/11	Honiara, Head Office	1	1
TG	Chief Traditional Governance Officer	L10/11	Central/Isabel	1	1
TG	Chief Traditional Governance Officer	L10/11	Western	1	1
TG	Chief Traditional Governance Officer	L10/11	Choiseul	1	1
TG	Chief Traditional Governance Officer	L10/11	Malaita	1	1
TG	Chief Traditional Governance Officer	L10/11	Guadalcanal	1	1
TG	Senior Traditional Governance Officer	L7/8	Malaita	1	1
TG	Senior Traditional Governance Officer	L7/8	Guadalcanal	1	1
TG	Senior Traditional Governance Officer	L7/8	Choiseul	1	1
TG	Community Governance Officer	4/5	Western	2	2
Total				18	18
POLICY PLANNING, PROGRAM AND DEVELOPMENT DIVISION					
PPPD	Director	SS1	Honiara, Head Office	1	1
PPPD	Deputy Director	L12/13	Honiara, Head Office	1	1
PPPD	Deputy Director Monitoring and Evaluation	L12/13	Honiara, Head Office	1	1
PPPD	Chief Monitoring and Evaluation Officer	L10/11	Honiara, Head Office	1	1
PPPD	Chief Public Relation & Communication Officer	L10/11	Honiara, Head Office	1	1
Total				5	5
PEACE & ECCLESIASTICAL AFFAIRS DIVISION					
PEAD	Director Peace and Ecclesiastical Affairs	S1	Honiara, Head Office	0	1
PEAD	Chief Peace and Ecclesiastical Affairs Officer	L10/11	Guadalcanal	1	1
PEAD	Chief Peace and Ecclesiastical Affairs Officer	L10/11	Malaita	1	1
PEAD	Chief Peace and Ecclesiastical Affairs Officer	L10/11	Western	1	1
PEAD	Senior Peace and Ecclesiastical Affairs Officer	L7/8	Malaita	1	1
PEAD	Senior Peace and Ecclesiastical Affairs Officer	L7/8	Guadalcanal	1	1
Total				6	6
GRAND TOTAL				50	51

The Total number of Ministry staff was 50 in 2020 and 51 in 2021. This includes the position of a Receptionist occupied on casual basis since the former occupant of the position was moved to another Ministry in 2019. A new bid submission will be made for the position of DPEAD in 2021.

The CIO is currently under suspension on disciplinary grounds by the MPS.

9.1.3 Projected Human Resources

The projected Establishment for 2022 and 2023 are illustrated below. However, the new bids pending approval from the MPS upon advice from MoFT on the outcome of the fiscal envelope.

Within the two years, it is envisaged that there will be an increase in the projected human resource. The increase includes positions created as well as key upgrading of some key positions within the four Divisions. A notable change in the exercise will also include creation of positions to oversee MTGPEA mandates in other provinces especially in the area of TG and Peacebuilding that currently do not have Peace Offices but were supervised by officers based at the Honiara Head Office. With the creation of Peace Offices for Temotu, Central, Makira, Isabel and Renbel will also necessitate parallel change in positions to manage these Offices. Furthermore, this will also warrant the creation of accounts and administration positions for all Provincial Peace Offices including the proposed ones.³

The importance of creation of new positions is to meet the future demand to meet the growing population for effective service delivery in peacebuilding initiatives that harmonise development.

POSITION DETAILS				YEAR			
SECTION	POSITION TITLE	LEVEL	LOCATION	2020	2021	2022	2023
CORPORATE SERVICES DIVISION							
CORP	Chief Administration Officer	10/11	Honiara, Head Office		New bid	1	
CORP	Principal Administration Officer	L8/9	Honiara, Head Office		New bid	1	
ACCOUNTS & FINANCE							
Accounts	Chief Accountant	10/11	Honiara, Head Office		New bid	1	
Accounts	Senior Accountant	7/8	Honiara, Head Office		New bid	1	
TRADITIONAL GOVERNANCE DIVISION							
TG	Deputy Director Traditional Governance	L13	Honiara, Head Office		New bid	1	
TG	Deputy Director Traditional Governance	L 13	Tulagi		New bid	1	
POLICY PLANNING, PROGRAM AND DEVELOPMENT DIVISION							
PPPD	Assistant Deputy Director	L12/13	Honiara, Head Office		New bid	1	
PPPD	Principal Monitoring and Evaluation Officer	L8/9	Honiara, Head Office		New bid	1	
PPPD	Chief Research Officer	L10/11	Honiara, Head Office		New bid	1	
PPPD	Chief Strategic Planning Officer	L10/11	Honiara, Head Office		New bid	1	
PPPD	Principal Strategic Planning Officer	L8/9	Honiara, Head Office			New bid	1
PEACE & ECCLESIASTICAL AFFAIRS DIVISION							
PEAD	Director (<i>approved for recruitment</i>)	S1	Honiara, Head Office	New bid	1		
PEAD	Deputy Director (<i>pending approval</i>)	L12/13	Honiara, Head Office	New bid	1		
PEAD	Assistant Director	L10/11	Honiara, Head Office			New bid	1
PEAD	Deputy Assistant Directors	L10/11	Provinces		New bid	2	
PEAD	Principal Peace and Ecclesiastical Affairs Officer	L8/9	Honiara, Head Office	New bid	1	4	4
PEAD	Senior Peace and Ecclesiastical Officer (<i>pending approval</i>)	L7/8	Honiara, Head Office	New bid	1	5	5
Total				4	5	20	11

There are 11 new recruitments pending approval from the MPS for 2021 and a total of 20 new bids for 2022, whilst 11 new bids for 2023 Establishments respectively.

9.1.4 Other Human Resource Assistance from Stakeholders

The Ministry from time to time engages Consultants and Expertise in various fields of technical and regulative policies and counselling to undertake workshops, trainings and engagements as part of its

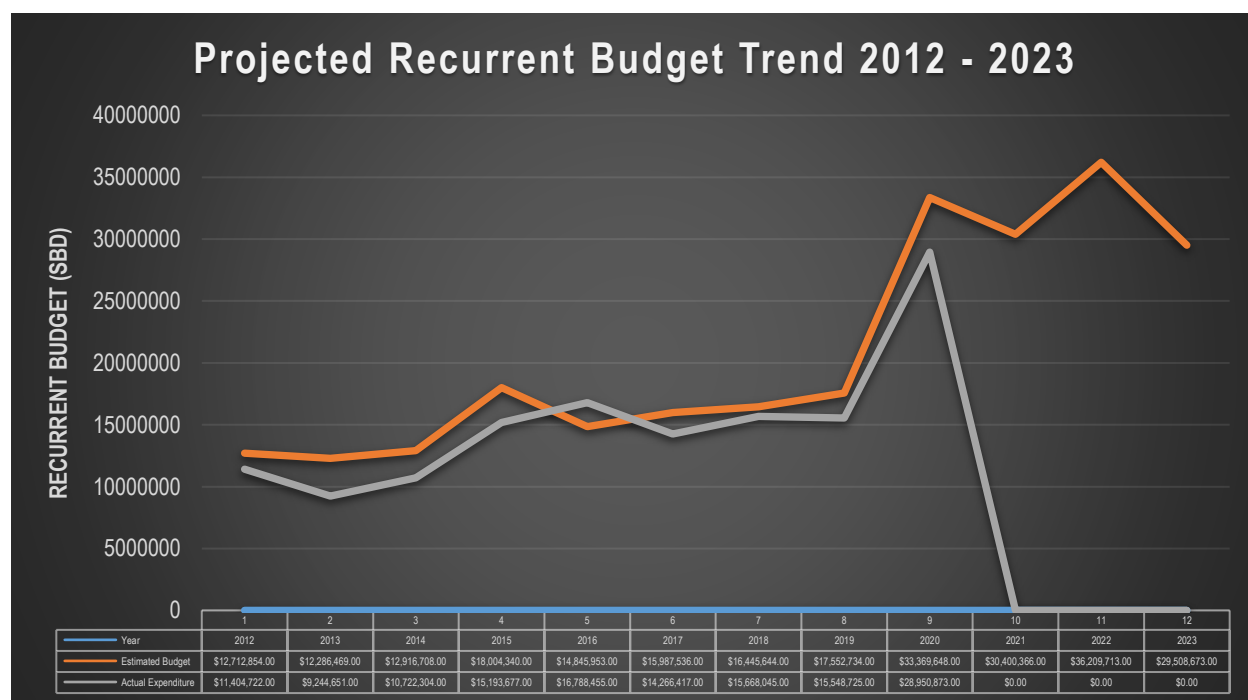
³ Extracted from MTGPEA Functional Review Report.

program delivery strategy. Among such assistance is the ongoing Reparation, Re-integration policies and the Anthropological Studies.

9.2 Financial Resources

9.2.1 Projected Recurrent Budget

The total appropriated Recurrent Budget Estimate for 2020 was \$30,400,366.00. A sum of \$2,969,282.00 was added to the Recurrent Budget to which aggregated to \$33,369,648.00. However, the Actual Spending amounts to \$28,950,873.00 due to financial constraints caused by COVID-19 pandemic. This leaves an unspent funds of a Total of \$4,418,775.00.



MTGPEA is an evolving Ministry that undergoes steady increase in its annual Recurrent Budget Estimate. The inclusion of the TG Division and incorporation of the Ecclesiastical Affairs Division within the former Peace and Reconciliation Division necessitate a budget increase to operationalise these Divisions. The recruitment of new staffs in the PEAD and within other Divisions warrants a parallel increase in annual Budget to facilitate projected human resource recruitments in line with the functional review and service program delivery. The budget increase for subsequent years is calculated with an additional increase of 10% in each year as illustrated in the Line Graph above.

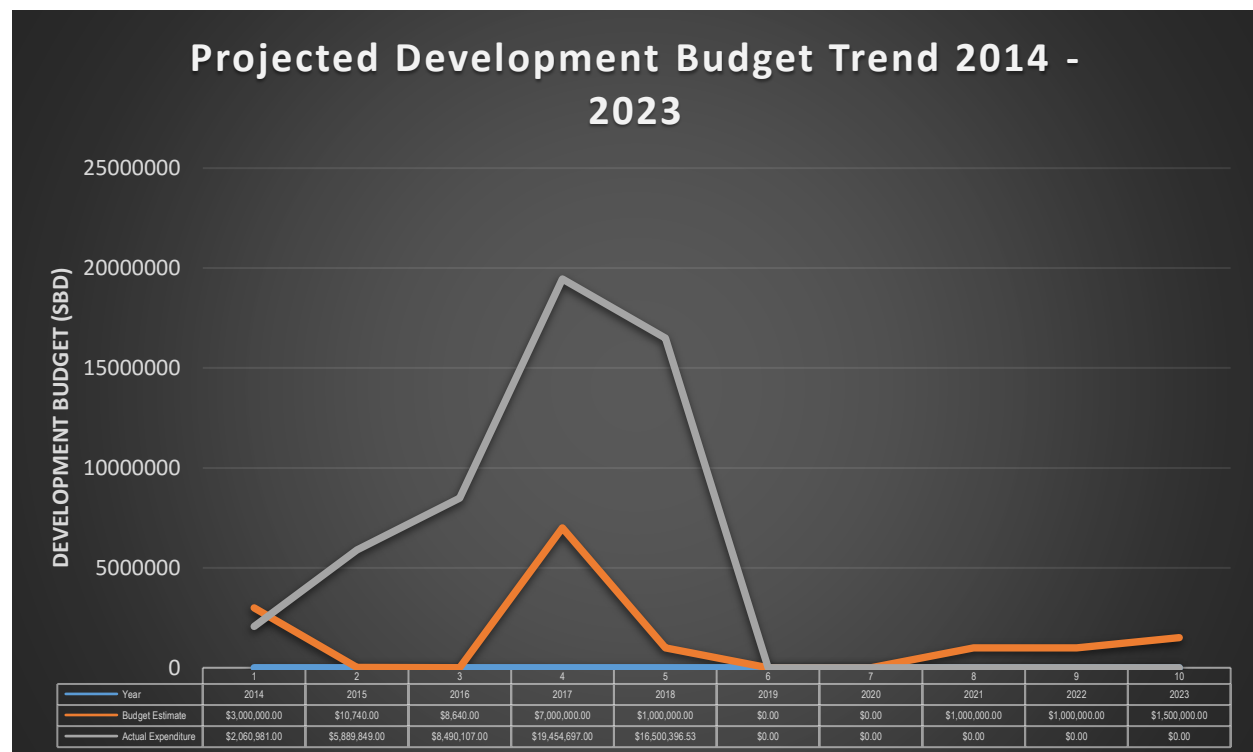
9.2.2 Projected Development Budget

MTGPEA annual Development Budget Estimate ceased in 2019. The Development Budget is proposed to be reinstated for the years 2021, 2022 and 2023 under the Medium Term Development Plan (MTDP)⁴. The new Development Budget projects proposed for the next three years are as follows;

- Develop the TGCFB and initial facilitation of TG systems and structures.
- Develop the Commission on Conflict Prevention and Victims' Rights Bill and establishment of the Commission.
- Review of SINPP.

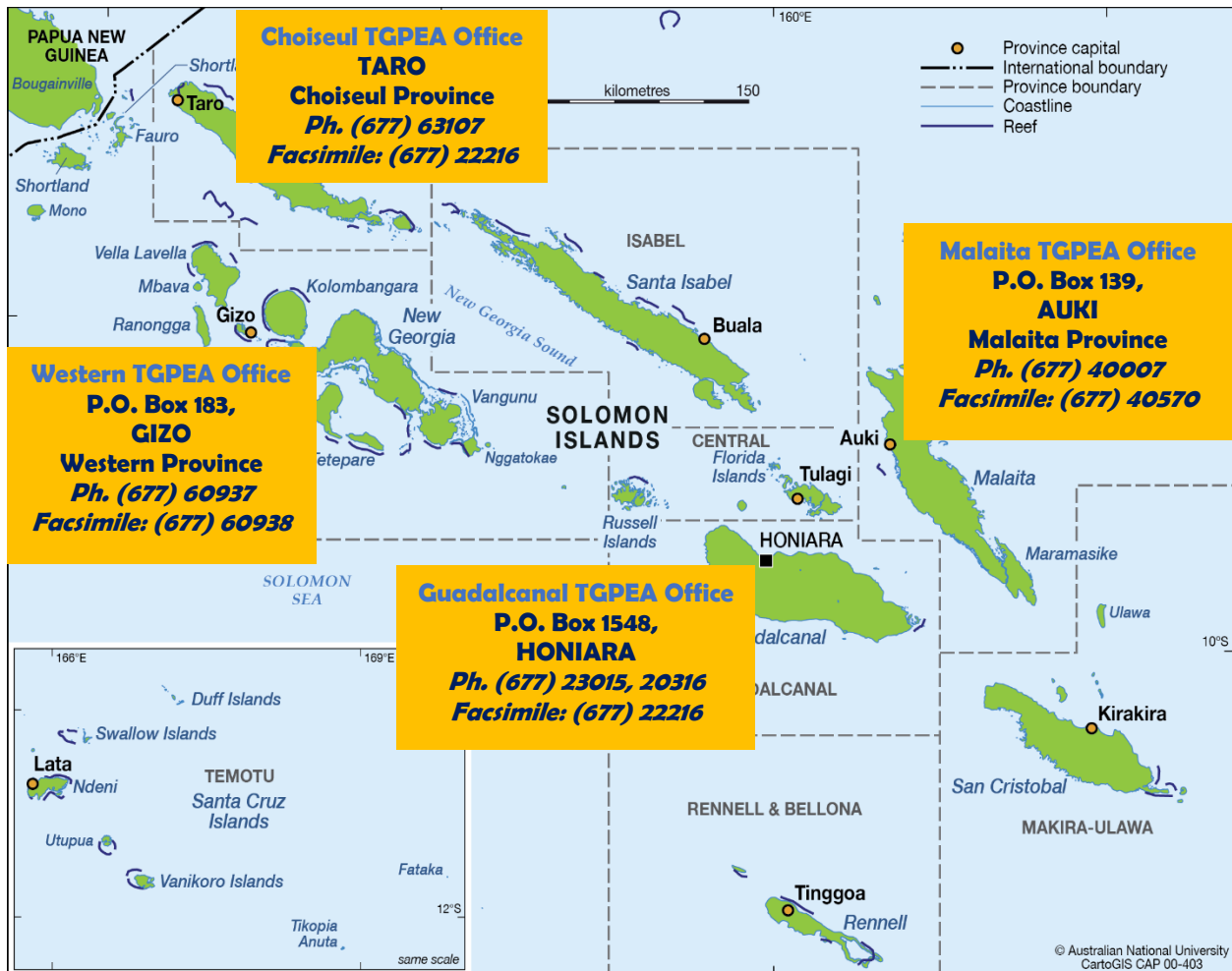
The proposed Development Budget for 2021 is yet to be appropriated in the National Parliament. The projected amount for the subsequent years remains \$1,000,000.00 with an increase of 50% in 2023.

This is illustrated in the Line Graph below.



⁴ Ministry of Traditional Governance, Peace and Ecclesiastical Affairs. (2020). Medium Term Development Plan 2021-2025. Ministry of National Planning and Development Coordination.

MTGPEA Provincial Offices Addresses



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