



## **Strengthening Capacities for Peace Building in Post Conflict Solomon Islands**

### **Phase 1: Preparatory Assistance**

#### **EXECUTIVE SUMMARY**

Between 1998 and 2003, the Solomon Islands experienced a period of armed conflict that emerged from the struggle of indigenous inhabitants of the main island of Guadalcanal against the growing influence on their land and economy by settlers from the neighboring Malaita Island. While the intervention of the Australian-led Regional Assistance Mission to the Solomon Islands (RAMSI) in 2003 helped to restore law and order and modest economic growth, many of the grievances that resulted from the conflict, as well as the underlying causes for the conflict, remain unresolved.

This is the design for the 12-month preparatory assistance phase of the 'Strengthening Capacities for Peace Building in Post Conflict Solomon Islands' project, which will be implemented in partnership between the Solomon Islands Government, the United Nations Development Programme (UNDP), the Pacific Islands Forum Secretariat (PIFS) and UNICEF.

Phase one will focus on:

- (a)** establishing a package of support to the Ministry for National Unity and Reconciliation (MNURP) to help them assess the impact of the tensions and post-conflict recovery needs, to formulate early recovery frameworks, and design and plan early recovery strategies;
- (b)** establishing a joint UN package of support for the new Ministry of Women and Youth and Children (MWYC), focused on assisting the new Ministry to develop youth policies and programmes, including by engaging, and working with other stakeholders working in this area; and
- (c)** formulating and mobilizing funds for long-term peace and youth projects.

The project aims to establish an inclusive and effective institutional framework for resolving conflict and fostering reconciliation, including by addressing the needs of Solomon Islands youth. The project will achieve this aim by delivering a range of activities grouped under five key outputs, namely:

- (1)** Formulate and mobilize funds for long-term peace and youth projects, the latter being a joint UN project;

- (2) Improve administrative capacity of the Ministry for National Unity, Reconciliation and Peace (MNURP) and the Ministry for Women Youth and Children (MWYC);
- (3) Support the MNURP and MWYC to develop a strategic policy framework for advancing and consolidating reconciliation and peace;
- (4) Support the MNURP and MWYC to implement policies for reconciliation and peace; and
- (5) Support monitoring and reporting of progress towards achieving reconciliation and peace.

The project will be implemented by UNDP's Solomon Islands sub-office through the Direct Execution modality (DEX). The implementation of the project will be overseen and directed by a Project Board headed jointly by the Permanent Secretaries of the MNURP and the MWYC and representation from the UNDP Solomon Islands Office, and the UNICEF Solomon Islands Office. Implementation of the project will be advised by an ad-hoc technical advisory body composed of representatives from UNDP's Bureau for Crisis Prevention and Recovery (BCPR), Fiji Multi-Country Office, and Pacific Centre, and UNICEF's in-country and regional network, and Pacific Island Forum Secretariat.

**Signature Page**

**Country:** Solomon Islands

**UNDAF Outcome(s)/Indicator(s):**

*UNDAF GOAL:* Support Solomon Islands' national development strategies for achieving peace and security, improved governance and sustainable economic and social development through enhanced resource management and equitable access to quality basic service

*UNDAF Objective 1:* Improve Governance, security and human rights—1.1 Environment/process for peace building/reconciliation in place

*UNDAF Objective 3:* Improve access, quality and delivery of basic services to all sections of the community—3.9 Increased participation of youth in decision-making together with expanded employment and livelihood choices opportunities for young people

**Expected Outcome(s) and Indicator (s)**

*Outcome:* Inclusive and effective institutional framework for resolving conflict and fostering reconciliation established, including by addressing the needs of Solomon Islands youth.

*Indicators:* Government partners for peace and youth have coherent and appropriate policies in place, and the administrative capacity to implement these policies, including through access to long-term support from donors.

**Expected Output(s)/Annual Targets**

*Outputs:* Long-term peace and youth projects formulated and funds mobilized; Administrative capacity of the Ministry for National Unity, Reconciliation and Peace and the Ministry for Women, Youth and Children improved; Strategic policy framework for advancing and consolidating reconciliation and peace developed; Implementation of policies for reconciliation and peace strengthened; Monitoring and reporting of progress towards achieving reconciliation and peace strengthened.

*Annual target:* Long term peace and youth projects formulated and approved and resources mobilized; Basic administrative requirements of Government partners are met; key policies are formulated and approved, capacity to implement key policies has been strengthened, monitoring and reporting systems are established and running.

**Implementing partners:** UNDP; Ministry for National Unity, Peace and Reconciliation; Ministry for Women, Youth and Children

**Other partners:** UNICEF; Pacific Islands Forum Secretariat; UNDP Pacific Centre; UNDP Parliamentary Strengthening Project; NGOs.

**Programme Period:** 2007-08  
**Programme Component:** 4. Crisis Prevention and Recovery, 4.1 Conflict Prevention and Peace Building & 4.2 Recovery  
**Project Title:** Strengthening Capacities for Peace Building in Post Conflict Solomon Islands: Preparatory Assistance  
**Project ID:** 00047769  
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**Management Arrangement:** UNDP Implementation

**Total Budget:** US \$941,206  
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 Regular US \$199,806  
 Other:  
 TRAC 1.1.3 US \$554,400  
 UNDP PC US \$43,000  
**In kind contributions:**  
 UNICEF US \$130,000  
 UNDP PSP US \$14,000

Agreed by the Government of the Solomon Islands:..... *Mandak*

Agreed by Ministry for National Unity, Peace and Reconciliation:..... *MU*

Agreed by Ministry for Women, Youth and Children:..... *Jah*

Agreed by UNDP:..... *[Signature]*





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## **PART I: SITUATIONAL ANALYSIS**

### **Background to the conflict in Solomon Islands**

1. Between 1998 and 2003, the Solomon Islands experienced a period of armed conflict that emerged from the struggle of indigenous inhabitants of the main island of Guadalcanal against the growing influence on their land and economy by settlers from the neighbouring Malaita Island. Malaitans make up the largest population group in the Solomon Islands and have been migrating internally for generations, due to overpopulation of their home island, limited economic opportunities in their home island and the concentration of large scale natural resource based industries in other parts of the country such as in the Western and Guadalcanal Provinces.<sup>1</sup> The so-called 'ethnic tensions' is thus largely a power struggle caused by uneven development rather than by any inherent disharmony between ethnic groups.

2. The conflict began in 1998, when a group of indigenous settlers on Guadalcanal mobilised support around the island to force out Malaitan settlers from the Guadalcanal plains.<sup>2</sup> According to the 1999 census, 35,309 people were displaced from Guadalcanal and Honiara, over 20,000 of them being Malaitans. By mid 1999, a group of Malaitans, offended by the actions of the Guadalcanalese militants and frustrated by the Government's inability to resolve the conflict, formed their own militant group, the Malaitan Eagle Force (MEF). On June 5, 2000, the MEF staged a coup, forcing then Prime Minister Ulufa'alu to resign. In the months that followed, open confrontations between the two militant groups intensified.<sup>3</sup> The new Sogavare Government signed a ceasefire agreement between the combatants in August 2000. While there were violations of this fragile ceasefire, it was able to hold to allow negotiations for a peace agreement to be signed in Townsville, Australia in October 2000.

3. The Townsville Peace Accord was successful in stopping overt violence between the militant groups and facilitated the demobilization of their command structures. However, the accord failed to completely disarm militants, which resulted in a rise in criminal activities involving arms around Honiara and in rural Guadalcanal. Criminal behavior, including extortion and harassment, eventually brought the machinery of Government to a standstill.

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<sup>1</sup> UNDP (2004), 'Solomon Islands Peace and Conflict Development Analysis: Emerging priorities in preventing future Violent Conflict.'

<sup>2</sup> By the end of 1998, a militant group had formed, referring to itself initially as the Guadalcanal Revolutionary Army (GRA, inspired by the Bougainvilleans BRA), which later became known as the Isatambu Freedom Movement (IFM). The GRA began to forcefully evict Malaitan settlers from rural areas, using BRA-style homemade guns and automatic rifles stolen from the police.

<sup>3</sup> Thousands of Guadalcanal families had to flee and their villages were destroyed. Mixed Guadalcanal-Malaitan families were separated in the conflict. In addition to those who were displaced, unknown numbers of people died during the conflict, and there was significant disruption of lives and livelihoods through suspension of wage and salary payments, loss of property, damage of infrastructure, and loss of access to schools and health services. The conflict had a particularly negative impact on children and youth. A large number of young people were displaced and missed out on education and necessary medical treatment. Many young girls were raped by militants and an unknown number of children were actively involved in the fighting. In the midst of the turmoil of 2000, four provinces declared their independence from Solomon Islands in an expression of their desire to not be associated with what was perceived as a Malaitan dominated Solomon Islands.

4. In July 2003 the Australian-led Regional Assistance Mission to the Solomon Islands (RAMSI) arrived in the Solomon Islands.<sup>4</sup> In its first four years, RAMSI has been successful in restoring law and order and modest economic growth, and it continues to have public support.<sup>5</sup>

5. However, many of the root causes of the conflict remain unresolved, namely:

- Conflicts over land associated with complex traditional land ownership structures, uneven development, and struggles for control over the economic benefits derived from land;
- Lack of access to government services, public resources and information;
- Lack of economic opportunities (often associated with ownership and control over economic benefits derived from land); and
- A breakdown in traditional and non-traditional law enforcement mechanisms.<sup>6</sup>

6. With around 42 per cent of the population estimated to be under 15 years of age, addressing the needs of Solomon Islands youth will be a critical part of addressing these issues.<sup>7</sup> The tensions had a particular perverse impact on young people as the conflict generated a climate of lack of co-operation among community members, poor community leadership, disobedience and lack of respectful horizontal and vertical relationships, urban drift, a loss of traditional values and customs, and a breakdown of the education system. These issues have acted as 'push' factors, encouraging young people to leave their homes and search for a better life in the urban centers. Currently, 85 per cent of the total youth not attending school are located in rural areas and in the outskirts of Honiara. It was these groups that were mobilized during the ethnic tensions (1998-2003) and also during the riots in April 2006.

### **Response to the conflict**

7. RAMSI is widely recognized as having made a critical contribution to addressing the conflict. RAMSI's main contribution to peace building in Solomon Islands lies in the restoration of security, which is an essential first step in peace building. This, together with RAMSI's focus on the strengthening of SIG institutions, provides an enabling environment in which Solomon Islanders are given space to address the root causes of the conflict. RAMSI has previously provided support to the MNURP in the form of a short-term policy adviser and corporate planning facilitator.

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<sup>4</sup> RAMSI's mandate was provided by the Solomon Islands Parliament under the auspices of the Biketawa declaration made by Pacific Islands leaders in Kiribati in 2000. An Australian led intervention, it came under the condition that, to restore law and order it required a concurrent commitment from the Solomon Islands Government to effect economic and political reform. These terms were fully accepted by Government, and an ongoing commitment by the newly elected (April 2006) Sogavare Government has been made.

<sup>5</sup> The Review by the Pacific Islands Forum Eminent Person's Group just over one year ago underlined the strong support for RAMSI among ordinary Solomon Islanders. A nationwide survey conducted by a long established non-government organization in July last year disclosed that 90 per cent of respondents did not want RASMI to leave Solomon Islands in the near future.

<sup>6</sup> UNDP (2004), 'Peace and Conflict Development Analysis.'

<sup>7</sup> UNDP (2004) Solomon Islands Human Development Report, p. 9.

RAMSI/AusAID plans to continue to provide support to the MNURP, although it is not currently clear in what form this support will be provided. It is important that UNDP and RAMSI/AusAID support for the MNURP is appropriately coordinated.<sup>8</sup>

8. UNDP's response to the conflict, which goes back to 2002, has been provided through a number of projects focused on addressing immediate post-conflict reconstruction needs and supported efforts initially of the Solomon Islands Government, and subsequently of RAMSI to improve stability and security.<sup>9</sup> The Solomon Islands Government has recognized the importance of UNDP's contribution to post-conflict reconstruction, and also of its neutral role in development policy and implementation. Stability, sustained peace and youth have been identified as strategic priorities in the preparation of the 2008–12 United Nations Development Assistance Framework, which is currently in progress.

9. The implementation of the project will be aided by the expansion and strengthening of the presence and role of the UN system in general and UNDP in particular in the Pacific Region. During 2007, a joint UN presence will be established in the Solomon Islands comprised of UNDP, UNFPA and UNICEF. It is expected that the youth component of the Project (output five) will be designed, implemented and managed as a joint UN project. The youth component of the project was formulated by UNDP, in consultation with UN partners including UNICEF and UNFPA, and is designed to integrate and support ongoing youth focused activities currently being implemented by these bodies.

### **Key stakeholders and institutional capacities**

10. The success of this project will depend on the ability of UNDP/PIFS to ensure a coherent and positive engagement of relevant stakeholders who are active in peace building. The project will have two major institutional partners, the Ministry for National Unity, Reconciliation and Peace (MNURP) and the new Ministry of Women and Youth and Children (MWYC).

11. The MNURP has an important role to play in coordinating the peace building efforts of other ministries, and developing and implementing peace building policies. The mandate of the MNURP is to put in place the legal and other instruments that

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<sup>8</sup> AusAID/RAMSI has also provided funding to the National Peace Council since its inception in 2003, and may in the future support its replacement body, the Peace and Integrity Council, once the mandate and objectives for the new body are established.

<sup>9</sup> These projects, amounting to over US\$ 500,000 of assistance, include:

- Demobilization of special constables (July 2002–July 2004), which focused on re-integration of ex-combatants into community;
- Community Infrastructure Rehabilitation Project phase 2 (May 2003–July 2004), which focused on creating of short term employment for former militants in conflict areas through labor intensive community infrastructure works;
- Weapons Free Village Campaign (Feb 2003–December 2004), which focused on mobilizing public pressure in support of weapons free status and the destruction of weapons prior to RAMSI's arrival;
- School Rehabilitation (2004-2005), which focused on rebuilding basic infrastructure destroyed during the tensions; and
- Election (2006), which focused on fostering democratic governance by supporting implementation of a free and fair election process.



will rebuild peace and social justice in the Solomon Islands, and to create an environment that is conducive for economic investment and growth.<sup>10</sup>

12. However, many commentators are concerned at the lack of institutional direction in the peace and reconciliation process, and about the capacity of the MNURP, with its current level of staffing, resources and technical expertise to play a strong role in providing the required direction. The MNURP currently lacks capacity, in terms of human resources, technical expertise, administrative systems and budget to effectively fulfill its policy mandate.

13. Similar concerns exist about the capacity of the new Ministry for Women, Youth and Children, to provide an appropriate institutional framework for managing youth affairs. It is expected the new Ministry will take over the policy mandate of the Women, Youth and Children's divisions of the Ministry of Home Affairs, which previously had primary carriage over youth matters in the Solomon Islands.<sup>11</sup> As the

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<sup>10</sup> It is expected to do so by:

- Promoting and strengthening the on-going reconciliation and peace processes between groups and communities in the country to enhance nation building and unity;
- Establishing a 'Peace and Integrity Council' (replacing the former 'National Peace Council') where the country's traditional leaders and senior citizens can participate actively in peace-building and reconciliation processes, as well as the involvement of NGOs, faith based entities, community leaders and other organizations. ;
- Setting up a Truth and Reconciliation Commission, the main objective of which will be to engage stakeholders in the a reconciliation process premised on genuine facts and confessions, examination of the root causes of the ethnic conflict and the Honiara riots, and development of strategic policies to prevent recurrence of conflict;
- Addressing the effects of the Bougainville crisis, ethnic tension and the Honiara riots;
- Taking into consideration the resolutions of the Guadalcanal and other Provinces Leaders Summits on issues pertaining to national unity and peace-building efforts;
- Strengthening traditional mediation methods in peace building, healing and reconciliation; and
- Strengthening the capacity of existing government agencies and other stakeholders to enhance peace and reconciliation. See Office of the Prime Minister and Cabinet (2006), 'Grand Coalition for Change Government, Policy Translation and Implementation Document,' Honiara.

<sup>11</sup> In terms of the youth area, this policy mandate included:

- Promote the rights of children (and) youth... and introduce appropriate legislation and/or policy guidelines to protect such rights;
- Review the current legislation dealing with juvenile offenders with a view to using legal and cultural approaches to their rehabilitation;
- Review the National Youth Policy, 2000;
- Revise the Youth Action Plan, 2002–07 with a view to incorporating more approaches to youth development;
- Strengthen all government agencies dealing with youth affairs and assist non-state actors with funding and other incentives;
- Establish a taskforce to examine all aspects of youth... concerns and formulate policies dealing with subjects such as rural/urban youth concerns, core socio-economic needs of young people, unemployed youths, youth with talents, as well as promoting organizational synergy between all stakeholders;
- Introduce National Youth Awards to recognize special talents, inventions, efforts to promote and/or facilitate national integration and unity and good leadership. See Office of the Prime Minister and

MWYC is new Ministry, there is currently an opportunity to influence the directions it takes in fulfilling its mandate relating to youth.

14. Civil society has, and will continue to play an important role in building peace and reconciliation, including by addressing the needs of youth. However, the efforts of civil society to secure the peace have had mixed results, largely due to a lack of a supportive institutional framework and resources, internal politics, and the fear of retribution. While initiatives by civil society groups (including reconciliation and resolution of conflict in traditional and non traditional ways) at the community level continue, there is little coordination between the various actors involved and between civil society and the Solomon Islands Government. A stronger MNURP should improve the level of constructive engagement between the Government and civil society, and the level of support available to civil society to contribute to the peace building process. Likewise, a strengthened MWYC should improve the capacity of the SIG to identify, and address the needs of young people, particularly through engaging and working with civil society organizations that represent youth interests.

### **Relevance of the UNDP and PIFS partnership to the proposed project**

15. The Pacific Islands Forum Secretariat (PIFS) is mandated by the Forum Regional Security Committee under the Aitutaki and Biketawa declarations to assist in the rehabilitation of Solomon Islands.<sup>12</sup> A Forum 'Eminent Persons Group' reviewed the impact of RAMSI in 2005 and produced a series of recommendations as to how the Forum could support the Solomon Islands peacebuilding process. The group commended the contribution made by RAMSI to restoring stability, but recognized that for a sustainable peace, the underlying issues that led to the ethnic tensions still needed to be tackled. Recommendations in the EPG's report included (1) commissioning an inquiry to further investigate the causes of the ethnic conflict; (2) consideration of the establishment of a Truth and Reconciliation Commission; (3) greater focus on reconciliation and rehabilitation by both the Solomon Islands Government and civil society; and, (4) improved consultation processes between Government and civil society. The PIFS has an ongoing offer of support to the Solomon Islands Government to assist it to implement the EPG's recommendations.

16. Consultations by the project design team in the Solomon Islands highlighted the fact that the proposed UNDP/PIFS partnership for the design and implementation of this project is highly welcomed by the Solomon Islands Government and other development partners. This was for three main reasons:

1. Both institutions are widely recognized as being neutral and capable of engaging with a range of actors without the stigma associated with

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Cabinet (2006), 'Grand Coalition for Change Government, Policy Translation and Implementation Document,' Honiara.

<sup>12</sup> The Forum Secretariat has been mandated by Forum Member countries to improve its engagement in peace building, conflict prevention and crisis response. This arose initially from the Forum Leaders Aitutaki Declaration of 1997, which stated inter alia that 'recognizing that it is best to avert the causes of conflict, the Forum is committed to reducing, containing and resolving all conflicts by peaceful means...' This commitment was reaffirmed in the leaders Biketawa declaration of 2000 and is reflected in the Forum's Pacific Plan for strengthening regional cooperation and integration. Consistent with this, the Forum Regional Security Committee recommended in 2005 and 2006 that the Secretariat work with members and partners to develop specific conflict prevention and peacebuilding initiatives.

- interventions by bilateral donors, who may be seen as pursuing national interests in their foreign policy;
2. The combined regional and global expertise of both institutions were seen providing them with a strong technical basis for providing the proposed support; and
  3. The regional role and mandate to support peacebuilding efforts of the PIFS positions the institution as a key vehicle for garnering political support for the project from other governments in the region, while UNDP has the capacity to coordinate with and mobilize the support of the Solomon Islands Government, donors and civil society at a national level. As such, the UNDP/PIFS partnership has the capacity to ensure the project is both nationally and regionally owned and that lessons learned are integrated into regional policies.<sup>13</sup>

## **PART II. SCOPE & STRATEGY**

17. In one form or another, the ethnic tensions in the Solomon Islands reflect an inability to effectively manage changes associated with internal migration and economic development, to enforce the law and provide people with effective avenues for resolving their legal claims, and to provide people with equitable access to government services, and the opportunities associated with economic development.

18. UNDP and the PIFS will address these issues by:

- (a) establishing a package of support to the MNURP to help them assess the impact of the tensions and post-conflict recovery needs, to formulate early recovery frameworks, and design and plan early recovery strategies;
- (b) establishing a joint UN package of support for the MWYC, focused on assisting the new Ministry to develop youth policies and programmes, including by engaging, and working with other stakeholders working in this area; and
- (c) formulating and mobilizing funds for long-term peace and youth projects.

19. The project outcome will be:

*Inclusive and effective institutional framework for resolving conflict and fostering reconciliation established, including by addressing the needs of Solomon Islands youth*

20. Achievement of this outcome will be supported by five outputs, and associated activities. The outputs are:

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<sup>13</sup> This project falls under the umbrella of a partnership agreement between UNDP Pacific Centre and PIFS: Strengthening the Pacific Regional Peace Architecture.

- Formulate and mobilize funds for long-term peace and youth projects, the latter being a joint UN project;
- Improve administrative capacity of the Ministry for National Unity, Reconciliation and Peace (MNURP) and the Ministry for Women Youth and Children (MWYC);
- Support the MNURP and MWYC to develop a strategic policy framework for advancing and consolidating reconciliation and peace;
- Support the MNURP and MWYC to implement policies for reconciliation and peace; and
- Support monitoring and reporting of progress towards achieving reconciliation and peace.

The outcomes–outputs structure is set out in Figure 1.

21. The design of this project has been guided by recognition of the importance (in light of the improved law and order situation), of supporting longer-term peace building initiatives through strengthening of peace building institutions. The project design builds on: a) a mission report completed as a result of a UNDP/PIFS mission to the Solomon Islands in June 2006, which involved consultations with over 45 people, including members of the Government, donor community, civil society and other community leaders; b) UNDP’s experience and lessons learned in the Solomon Islands to-date; c) the recommendations of the Eminent Persons Group of the Pacific Forum which visited the Solomon Islands to review the role of RAMSI in 2005; d) the recommendations of the conflict analyses undertaken by UNDP and other actors such as World Vision and RAMSI, and d) an assessment of the institutional capacity of the two key partners for the project, the MNURP and MWYC, corporate plans and documentation within these two Ministries, and the broader policy mandate for the existence of these Ministries.<sup>14</sup>

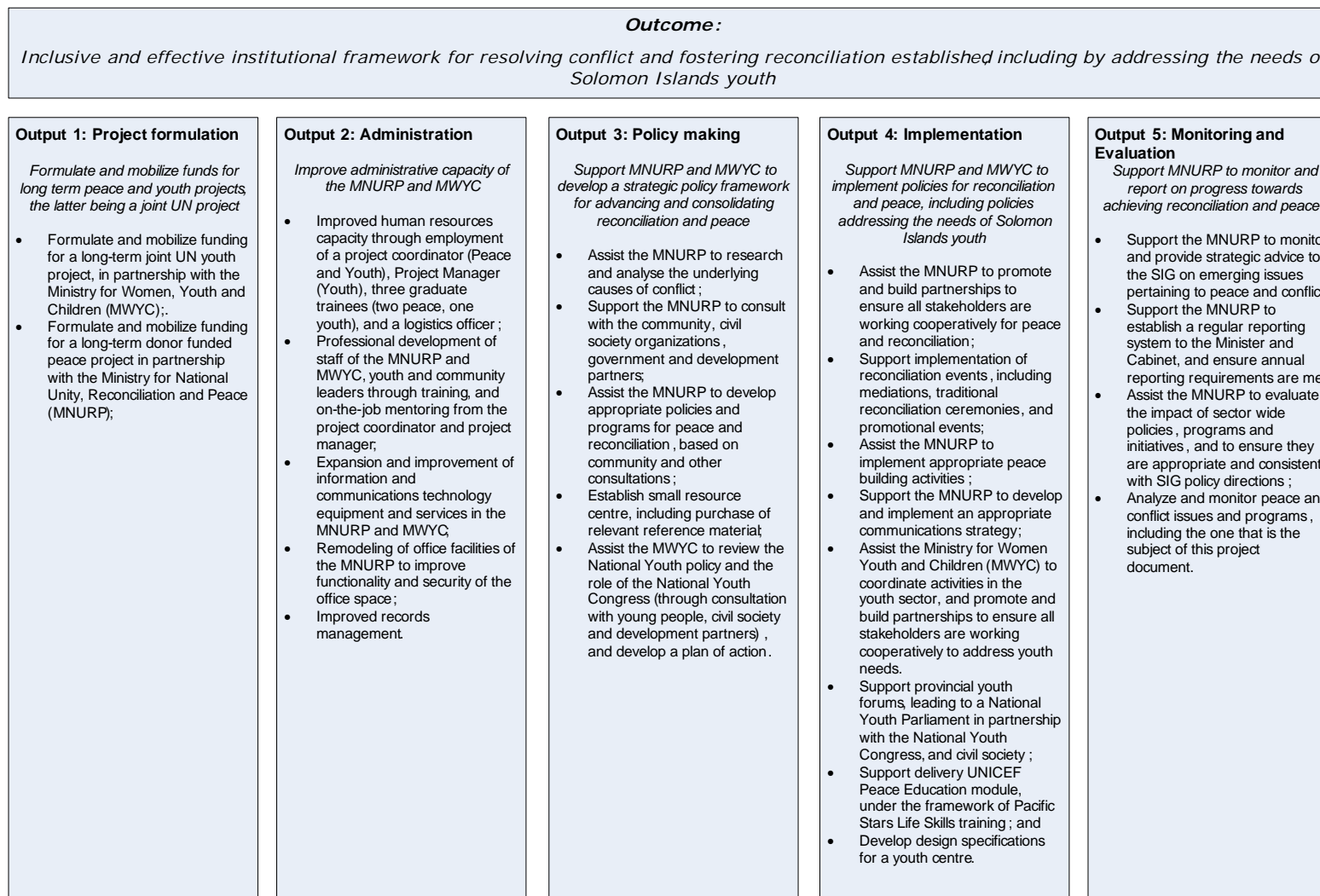
22. As the various causes for the conflict in the Solomon Islands are cross-cutting in nature, it is beyond the ability of the project to address many of these directly. In this sense, the project sits firmly within the framework provided for it by SIG efforts at institutional and economic reform, and the assistance it gets from external donors in this endeavour. However, by strengthening the capacity of the MNURP and the MWYC, the project will be able to influence the directions that are taken in addressing the underlying issues that resulted in the conflict.

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<sup>14</sup> Including:

- MNURP, November 2006, Strategic Plan, 2006–2008;
- MNURP, 2007, Annual Management Plan and Capability Plan;
- SIG, 2000, Solomon Islands National Youth Policy;
- SIG, National Youth Plan of Action; and
- Office of the Prime Minister and Cabinet, 2006, ‘Grand Coalition for Change Government, Policy Translation and Implementation Document,’ Honiara.

**Figure 1. Outcomes-Outputs framework**



## **PART III. PROJECT DELIVERABLES**

### ***Output 1. Project formulation***

*Formulate and mobilize funds for long term peace and youth projects, the latter being a joint UN project*

23. As a preparatory assistance package, a key deliverable for the project will be the formulation of long-term initiatives focused on peace and reconciliation and youth. The two activities that will be implemented under output one are:

- ° Formulate and mobilize funding for a long-term joint UN youth project, in partnership with the MWYC; and
- ° Formulate and mobilize funding for a long-term peace project in partnership with the MNURP.

24. A number of activities will underpin achievement of this output. These include activities specifically focused on project formulation, such as design missions, as well as activities that will underpin the formulation process, such as research and analysis of peace and conflict and youth issues, and stakeholder engagement forums. Activities that are relevant to the formulation process are as follows:

- Short-term consultancy to research youth issues and needs and identify policy priorities;
- Short-term consultancy to review and update the National Youth Policy and the role of the National Youth Congress;
- Design mission from UNDP Pacific Centre to formulate and seek funding for a long-term joint UN youth project, involving UNFPA, UNICEF, UNDP and other UN agencies;
- Assistance to the MWYC to promote and build partnerships with stakeholders through establishment of information sharing and consultative forums;
- Short-term consultancy to formulate and seek funding for a long-term donor funded peace project, in partnership with the MNURP;
- Short term consultancy and mission from UNDP Pacific Centre to assist the MNURP to research and analyse the underlying causes of conflict, the current status of reconciliation activities and develop appropriate policies and programs for peace and reconciliation, based on community and other consultations;
- Assistance to the MNURP to promote and build partnerships with stakeholders through establishment of information sharing and consultative forums.

25. In-kind assistance in project formulation will be provided by the Project Coordinator, in-country UN staff, and UN agencies in Suva, including UNDP Pacific Centre.

26. The emphasis will be on implementing these activities at the early stages of the preparatory assistance, to allow sufficient time for strategies to be articulated and agreed, and for engagement of relevant stakeholders in the formulation process.

## ***Output 2: Administration***

*Improve administrative capacity of the Ministry for National Unity, Reconciliation and Peace and Ministry for Women, Youth and Children*

27. For the MNURP and MWYC to play a lead role in peace and reconciliation in the Solomon Islands they need to have access to sufficient appropriately qualified and trained staff, and adequate administrative systems and equipment. Currently both ministries are understaffed, with a large number of its positions having been vacant for some time, and existing staff are not appropriately trained or supported to be effective in their positions. Information and communications technology in the both Ministries is lacking, with only two staff members having access to email and no access to the Internet. Furthermore, the layout of the MNURP's office space does not afford officers with appropriate space, security or privacy to carry out their duties, many of which involve liaising with community members over sensitive matters. Within both Ministries, there is no systematic or secure method for managing administrative records, many of which deal with sensitive issues.

28. To address these issues, output one will focus on improving the administrative capacity of the MNURP and MWYC by:

- Improving human resources capacity through employment of a project coordinator, two graduate trainees, and a logistics officer within the MNURP, and a project manager, and graduate trainee within the MWYC;
- Professional development of staff through training, and on-the-job mentoring from the project coordinator and project manager;
- Expanding and improving information and communications technology equipment and services in both Ministries;
- Remodeling of office facilities in the MNURP to improve functionality and security of the office space; and
- Improving records management practices in both Ministries.

29. The emphasis of these activities will be on transferring skills and knowledge to MNURP and MQYC staff, through mentoring and advice from the project coordinator and youth Project Manager (see TORs at Annex 1) and provision of training opportunities to staff in basic administrative skills and thematic areas that are relevant to the activities of either Ministry. After an appropriate period of time, both agencies will be supported to solicit additional funding from the Solomon Islands Government to ensure that staffing levels and administrative capacity can be maintained beyond the life of the project and its extension. If successful, this will enable project funding to be reallocated to other areas of support.

30. Activities focused on supporting the MWYC will be coordinated by the youth project manager (see TOR at Annex 1), in partnership with and UNICEF and the MWYC, and under the direct oversight of the project coordinator. Where appropriate, training of MWYC and project staff will be conducted jointly with staff of the MNURP.

## ***Output 3: Policy making***

*Develop strategic policy framework for advancing and consolidating reconciliation and peace*

31. With current staffing levels and capacity, appropriate research and policy development is a major challenge for the MNURP and the MWYC. The policy

challenges faced by the MNURP, such its commitments to set up a Peace and Integrity Council and a Truth and Reconciliation Commission are complex, requiring technical capacity and an outlook on global best practice which is not necessarily available in-country. The policy challenges faced by the MWYC, such as the long overdue the review of the National Youth Policy are similarly complex. As such, the MNURP and MWYC need access to high level impartial and neutral advice on how to best move forward, as well as development of their capacity to address these policy challenges without external assistance. Furthermore, to ensure wide acceptance of the policies these agencies develop, they will need to consult widely with the community members, leaders and civil society. However, with current resource allocations, their capacity to do so is constrained.

32. To address these needs the project will:

- Assist the MNURP to research and analyze the underlying causes of conflict;
- Support the MNURP and MWYC to consult with the community, civil society organizations, government and development partners;
- Assist the MNURP to develop appropriate policies and programmes for peace and reconciliation, based on community and other consultations;
- Establish small resource centre in the MNURP, including purchase of relevant reference material; and
- Assist the MWYC to review the National Youth policy and the role of the National Youth Congress (through consultation with young people, civil society and development partners) and develop a plan of action.

33. This assistance will be primarily provided by the project coordinator and youth project manager, with assistance of inputs from short-term specialists. Specialists will be expected to focus both on transferring skills to MNURP staff, as well as producing technical outputs. The project will supplement the travel budget of the MNURP and thus improve the capacity of the Ministry to undertake appropriate consultations.

#### ***Output 4: Implementation***

##### *Support implementation of policies for reconciliation and peace*

34. Lessons learned from UNDP/DPA highlight the importance of dialogue in transforming conflict by creating common learning, legitimacy, changes in attitudes, in addition to agreed priorities and definition of 'problems and solutions.'<sup>15</sup> The MNURP has an important role to play in promoting and facilitating dialogue between communities affected by the tensions, and other conflicts, and for facilitating resolution of grievances within different communities. To play this role effectively, the MNURP requires the capacity to design and manage consultation, facilitation, negotiation, and mediation processes. The MWYC also faces challenges in coordinating delivery of a coherent program of activities under its youth mandate, for which it requires increased capacity.

35. To address these needs, the project will:

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<sup>15</sup> Recorded in UNDP/DPA/DESA (2006) report of the meeting on 'Lessons Learned by the UN System in Strengthening Capacities for Conflict Prevention,' Istanbul Turkey.



- Assist the MNURP to promote and build partnerships to ensure all stakeholders are working cooperatively and consistently for peace and reconciliation;
- Assist the MNURP to implement appropriate peace building activities, focused on promoting and facilitating dialogue between civil society stakeholders, and parties to the conflict;
- Support the MNURP to develop and implement an appropriate communications strategy;
- Assist the Ministry for Women Youth and Children (MWYC) to coordinate activities in the youth sector, and promote and build partnerships to ensure all stakeholders are working cooperatively to address youth needs;
- Support provincial youth forums, leading to a National Youth Parliament in partnership with the National Youth Council, and civil society;
- Support delivery UNICEF Peace Education module, under the framework of Pacific Stars Life Skills training; and
- Develop design specifications for a youth centre.

36. To assist the MNURP to stimulate constructive dialogue between different stakeholders, an expert on Post-Conflict Dialogue Processes (see attached terms of reference at Annex 1) will support the design and implementation of this component of the programme.

37. Furthermore, to ensure that lessons learned from the peace building dialogue and other activities are communicated to a wider audience, the project will support the development and implementation of a communications strategy. To maximize coverage, this strategy will be delivered through a number of different media, including radio and television broadcasts, newspaper advertisements and media releases, leaflets and posters, and cultural events and activities. The communications strategy will be developed with the assistance of a local communications specialist, who will be expected to provide ongoing input and advice throughout its implementation.

38. Again, inputs from specialists will be expected to focus both on transferring skills through active mentoring, training, and advice, as well as on producing other technical outputs.

#### ***Output 5: Monitoring and Evaluation***

*Support monitoring and reporting of progress towards achieving reconciliation and peace*

39. The MNURP currently lacks capacity to effectively monitor and evaluate peace and conflict trends, and the impact of peace programmes and whole of government policies.

40. To address this issue, the project will:

- Support the MNURP to monitor, and provide strategic advice to the Solomon Islands Government on emerging issues pertaining to peace and conflict;
- Support the MNURP to establish a regular reporting system to the Minister and Cabinet, and ensure annual reporting requirements are met;
- Assist the MNURP to evaluate the impact of sector wide policies, programmes and initiatives, and to ensure they are appropriate and consistent with Solomon Islands Government policy directions; and
- Analyze and monitor peace and conflict issues and programmes, including the one that is the subject of this project document.

41. This will be done by MNURP and project staff, with the assistance of the project coordinator, and other short term technical specialists in the analysis and monitoring of peace and conflict issues and programmes.

## PART IV. PROJECT RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:** Environment/process for peacebuilding/reconciliation in place

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** Number of information and communication channels rehabilitated/reconstructed; Number of CSOs participated in advocating the peace process.

**Applicable MYFF Service Line:** 4. Crisis Prevention and Recovery, **Service line 4.1** Conflict Prevention and Peace Building

**Partnership Strategy:** The project will be DEX. UNDP will provide Support Services to the key Government Agencies participating in this programme, the Ministry for National Unity, Reconciliation and Peace (MNURP) and the Ministry for Women, Youth and Children (MWYC), which will also be closely coordinated with other participating donors. Activities will be implemented by national and local organizations.

**Project outcome:** Inclusive and effective institutional framework for resolving conflict and fostering reconciliation established, including by addressing the needs of Solomon Islands youth

**Project title and ID (ATLAS Award ID):** Strengthening Capacities for Peace Building in Post-Conflict Solomon Islands: Preparatory Assistance

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
Formulate and mobilize funds for long term peace and youth projects, the latter being a joint UN project	Long-term peace project formulated and approved	Formulate and seek funding for a long-term donor funded peace project, in partnership with the MNURP	MNURP/ AusAID/ NZAID	Consultant, with assistance from Project Coordinator, MNURP, UNDP Pacific Centre and UNDP sub-office	-	-	X	X	\$28,000					\$28,000
		Scoping Mission (completed June 2006)	UNDP Pacific Centre	Pacific Centre mission	-	-	-	-					\$5,000	\$5,000
		Peace mapping consultancy	UNDP Pacific Centre	Peace mapping consultancy	-	-	-	-					\$8,000	\$8,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
		(completed Nov 2006)												
	<b>Long-term joint UN youth project formulated and approved</b>	Formulate and seek funding for a long-term joint UN youth project, involving UNFPA, UNICEF and UNDP	<b>UNICEF/UNFPA/LO/MWYC</b>	Pacific Centre Design Mission	-	-	X	-					\$15,000	\$15,000
Project Coordinator, Youth Project Manager, and in-country UN staff, with technical backstopping from UN agencies in Suva, including Pacific Centre (see budget line below)				-	-	X	X			\$0				
<b>Improve administrative capacity of the Ministry for National Unity, Reconciliation and Peace and Ministry for Women, Youth and Children</b>	<b>Project team operating efficiently and effectively</b>	Recruitment and mobilisation of project staff	<b>MNURP</b>	Two graduate staff (12 months)	X	X	X	X	\$15,000					\$15,000
				Logistics officer (12 months)	X	X	X	X	\$7,500					\$7,500

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
			MWYC/UNICEF	UNV Youth Project Manager (12 months)	X	X	X	X	\$47,000					\$47,000
			MWYC	One graduate staff for youth division (12 months)	-	X	X	X	\$7,500					\$7,500
			MNURP/MYWC	International project coordinator (12 months)	X	X	X	X	\$180,000					\$180,000
	Office administrative systems and facilities upgraded	Remodeling of office facilities to improve functionality and security of the office environment	MNURP	Office remodeling	-	X	X	X		\$50,000				\$50,000
		Improved record keeping through development of records keeping system, and installation of secure records management facility	MNURP	Purchase and install secure walk-in filing cabinet	-	X	-	-		\$9,000				\$9,000
		Improved record keeping through development of records management system, and installation of secure records management facility	MNURP	Records management consultant (National)	-	X	-	-	\$15,000					\$15,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total		
		Improved logistical support	MNURP	Purchase of project vehicle	X	-	-	-		\$15,000				\$15,000		
		Improved information and communication technology, including establishment of a networked IT system	MNURP	Photocopier, printer and fax	X	-	-	-		\$14,000				\$14,000		
		Upgrading of information and communication technology, including establishment of a networked IT system	MNURP	Network Setup	X	-	-	-		\$2,442				\$2,442		
				Internet Connection	X	X	X	X		\$2,780					\$2,780	
				Computers (8)	X	-	-	-		\$19,379					\$19,379	
				Installation	X	-	-	-		\$407					\$407	
			Maintenance	X	X	X	X		\$678					\$678		
			MWYC	Network Setup	X	-	-	-		\$1,180					\$1,180	
				Internet Connection	X	X	X	X		\$2,305					\$2,305	
				Installation	X	-	-	-		\$407					\$407	
				Maintenance	X	X	X	X		\$678					\$678	
				Computers (4)	X	-	-	-		\$11,533					\$11,533	
			Stationary logistics and consumables	MNURP/ MWYC	Stationary	X	X	X	X		\$6,000				\$6,000	
					Additional logistics and consumables	X	X	X	X		\$8,000					\$8,000
					Phone and fax	X	X	X	X		\$6,000					\$6,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
	<b>Staff administration and program management skills improved</b>	Improved public administration, program management and policy development skills	<b>MNURP/ MWYC</b>	Training in policy development, program management and public administration	-	X	-	X		\$13,000				\$13,000
		Improved information technology skills	<b>MNURP/ MWYC</b>	Computer skills training	-	X	-	X		\$7,000				\$7,000
<b>Support development of a strategic policy framework for advancing and consolidating reconciliation and peace</b>	<b>Resource centre established</b>	Develop resource centre for publications, including purchase of reference material	<b>MNURP</b>	Purchase relevant reference material and furniture	-	X	X	-	\$10,000					\$10,000
	<b>Appropriate community consultations conducted</b>	Support the MNURP to consult with community members, civil society organisations, and government and development partners	<b>MNURP</b>	Local travel and travel allowances	X	X	X	X	\$35,000					\$35,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
				Peace dialogue consultancy (3 months), including travel, workshop design, engagement and capacity building of MNURP staff and eminent persons in mediation and facilitation	-	X	-	X	\$60,000					\$60,000
	<b>Strategic policy framework developed</b>	Assist the MNURP to research and analyse the underlying causes of conflict, the current status of reconciliation activities and develop appropriate policies and programs for peace and reconciliation, based on community and other consultations	<b>MNURP</b>	Pacific Centre mission	-	-	X	-					\$15,000	\$15,000
				International Consultant (1 month)	-	X	-	-	\$25,000					\$25,000
				Field work	-	-	X	-	\$12,000					\$12,000



Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
	<b>Support development of a strategic policy framework and action plan for addressing youth needs</b>	Research youth issues and needs and identify policy priorities	<b>MWYC</b>	National Consultant (1.5 months)	-	X	X	-	\$10,000					\$10,000
		Review and update National Youth Policy and the role of the National Youth Congress	<b>MWYC/UNICEF</b>	Community consultation and printing costs	-	-	X	X			\$10,000			\$10,000
				National Consultant (1.5 months)	-	X	X	-	\$10,000					\$10,000
<b>Support implementation of policies for reconciliation and peace, including policies addressing the needs of Solomon Islands youth</b>	<b>Facilitate and support constructive dialogue between parties to the conflict</b>	Implement reconciliation events, including mediations, traditional reconciliation ceremonies, and promotional events	<b>MNURP</b>	Peace dialogue consultancy (4 months), including travel, workshop design, engagement and capacity building of MNURP staff and eminent persons in mediation and facilitation	-	X	X	X	\$0					\$0

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
	<b>Peace and reconciliation promoted widely</b>	Develop media and communications strategy	<b>MNURP</b>	Communications specialist (National - three months over one year), including travel and travel allowances	X	X	-	-	\$20,000					\$20,000
		Development and production of communications materials based on communications strategy	<b>MNURP</b>	Design, media production (radio and tv), and printing costs	-	X	X	X	\$20,000					\$20,000
	<b>Support provincial youth forums, leading to establishment of a Youth Parliament</b>	Facilitate Youth Parliament	<b>UNDP Parliamentary Strengthening project/UNICEF</b>	Facilitation costs	-	X	-	-	\$10,000					\$10,000
		Support for two young people and one teacher from each province to attend youth parliament for one week in Honiara	<b>UNDP Parliamentary Strengthening project/UNICEF</b>	Travel, travel allowances and logistical costs	-	X	-	-				\$14,000		\$14,000
		Document and promote Youth Parliament outcomes	<b>UNDP Parliamentary Strengthening project/UNICEF</b>	Document and promote outcomes from Youth Parliament	-	X	X	-			\$10,000			\$10,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
			NICEF											
	Review existing youth facilities and develop design specifications for establishment of a youth centre, and/or upgrading of existing youth facilities for implementation through long-term youth project	Design specifications and plan developed for establishing a youth centre, and/or upgrading of existing youth facilities	MWYC	Contract with architectural consultant	-	-	X	-		\$9,000				\$9,000
	Stakeholders are working cooperatively for peace and reconciliation	Assist the MNURP to promote and build partnerships with stakeholders through establishment of information	MNURP	Venue costs	X	X	X	X	\$6,000					\$6,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
		sharing and consultative forums												
	<b>Stakeholders are working cooperatively to address youth needs</b>	Assist the MWYC to promote and build partnerships with stakeholders through establishment of information sharing and consultative forums	<b>MWYC</b>	Venue costs	X	X	X	X		\$4,000				\$4,000
	<b>Partners supported to deliver Pacific Stars Life Skills training for youth, including Peace Education Module</b>	Peace Education Workshops conducted in 60 communities targetting youth	<b>UNICEF/MWYC/Live and Learn</b>	Training, travel and logistics costs	-	X	X	X			\$15,000			\$15,000
		Peace Education Workshops conducted in 40 communities targetting youth	<b>UNICEF/MWYC/Live and Learn</b>	Training, travel and logistics costs	-	X	X	X	\$10,000					\$10,000

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
	<b>Partners supported to deliver Peace Education Module to youth, under the framework of the Pacific Stars Life Skills training program</b>	Coordination, implementation, monitoring and evaluation costs	<b>UNICEF/ MYW</b>	Coordination, travel and logistical costs	X	X	X	X			\$60,000			\$60,000
		Provide refresher course for 30 master trainers, and train 30 new Master trainers	<b>UNICEF/ MWYC</b>	Training costs	X	X	X	-			\$35,000			\$35,000
		Assist the Ministry for Women and Youth to coordinate with the Departments of Education and Health in the implementation of Peace Education training	<b>UNICEF/ MYW</b>	Recruit 'Life Skills' training officer (12 months)	-	X	X	X			\$7,500			\$7,500

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total	
Support monitoring and reporting of progress towards achieving reconciliation and peace	Progress towards achieving reconciliation and peace monitored and results reported	Assist the MNURP to evaluate the impact of sector wide policies, programs and initiatives to ensure they are appropriate and consistent with SIG policy directions	MNURP	Project coordinator, with inputs from Pacific Centre, and International consultant (see budget lines above)	X	X	X	X						\$0	
		Assist MNURP to monitor and provide strategic advice to the SIG on emerging issues pertaining to peace and conflict	MNURP	Project coordinator	X	X	X	X	\$0						\$0
		Assist MNURP to establish a regular reporting system to the Minister and Cabinet, and ensure annual reporting requirements are met	MNURP	Project coordinator	X	X	X	X	\$0						\$0
<b>Sub-Total</b>									<b>\$528,000</b>	<b>\$190,291</b>	<b>\$130,000</b>	<b>\$14,000</b>	<b>\$43,000</b>	<b>\$905,291</b>	
<b>ISS 5%</b>									<b>\$26,400</b>	<b>\$9,515</b>					

Intended outputs	Output targets for year one	Indicative activities	Partner (s)	Budget description	Q 1	Q 2	Q 3	Q 4	BCPR	UNDP	UNICEF	UNDP (PSP*)	UNDP Pacific Centre	Sub-Total
<b>GRAND TOTAL</b>									<b>\$554,400</b>	<b>\$199,806</b>	<b>\$130,000</b>	<b>\$14,000</b>	<b>\$43,000</b>	<b>\$941,206</b>

## **PART V: MANAGEMENT ARRANGEMENTS**

### **Execution and Implementation Arrangements**

114. The execution modality for the preparatory assistance phase is Direct Execution (DEX). The executing agency of this project will be UNDP Solomon Islands sub-office, who will have responsibility for the substantive management of the project, with technical assistance and coordination support coming from UNDP-Fiji Multi Country Office, UNDP Pacific Centre, and UNICEF.

115. The project will be implemented under the guidance of a project board, which will be jointly chaired by the two National Project Directors, and be comprised of the project coordinator (secretary) and representatives from the UNDP and UNICEF Solomon Islands offices. The possibility of including representation of civil society in the project management arrangements will be explored through the preparatory assistance phase of the project. The oversight committee will convene on at least a quarterly basis to review the progress of the project and address routine operational matters. Two National Project Directors will assume overall responsibility for the project outputs, with the assistance of the project coordinator, namely the Permanent Secretary of the MNURP, and the Permanent Secretary for MWYC.

116. Project implementation will be managed by a project coordinator appointed by UNDP/PIFS and the Solomon Islands Government (MNURP), who will be based in the MNURP (see attached terms of reference at Annex 1). The project coordinator will be responsible for coordinating inputs from specialist teams, comprised of the two graduate trainees, logistics officer and short terms specialists for the peace component, and the graduate trainee and specialists for the youth component, who will be supervised by the youth project manager. The project manager for the youth sub-project will report to the project coordinator.

117. UNDP Solomon Islands sub-office will provide support services in the execution of this programme. These services include, inter alia, representation of the project to Government partners through its Deputy Resident Representative, recruitment and contracting of National staff and consultants, procurement of services, support for budget and financial management, and monitoring of the project in order to ensure effective and efficient use of resources.<sup>16</sup>

118. UNDP Fiji Multi Country office will also have a role in the project, being responsible for issuing and administering contracts for international staff; representing the project at a high-level through its Resident Representative; and

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<sup>16</sup> Financial management will be undertaken through UNDP's internal control framework and in line with UNDP's financial rules and procedures. The objectives of the internal control framework are to ensure efficacy and efficiency in the receipt, custody and use of all financial resources administered by UNDP. Project financial transactions will be undertaken through UNDP's enterprise resource planning system, ATLAS.

For payment of services contracted by UNDP, payments will be made directly by UNDP to contractors based on benchmarks and deliverables specified in their contracts. For project components implemented directly by partners, funds will be transferred on a quarterly advance basis, and will be reported upon and reviewed prior to transfer of further advances. Financial reporting will be undertaken as per UNDP standards, and as part of overall project reporting.

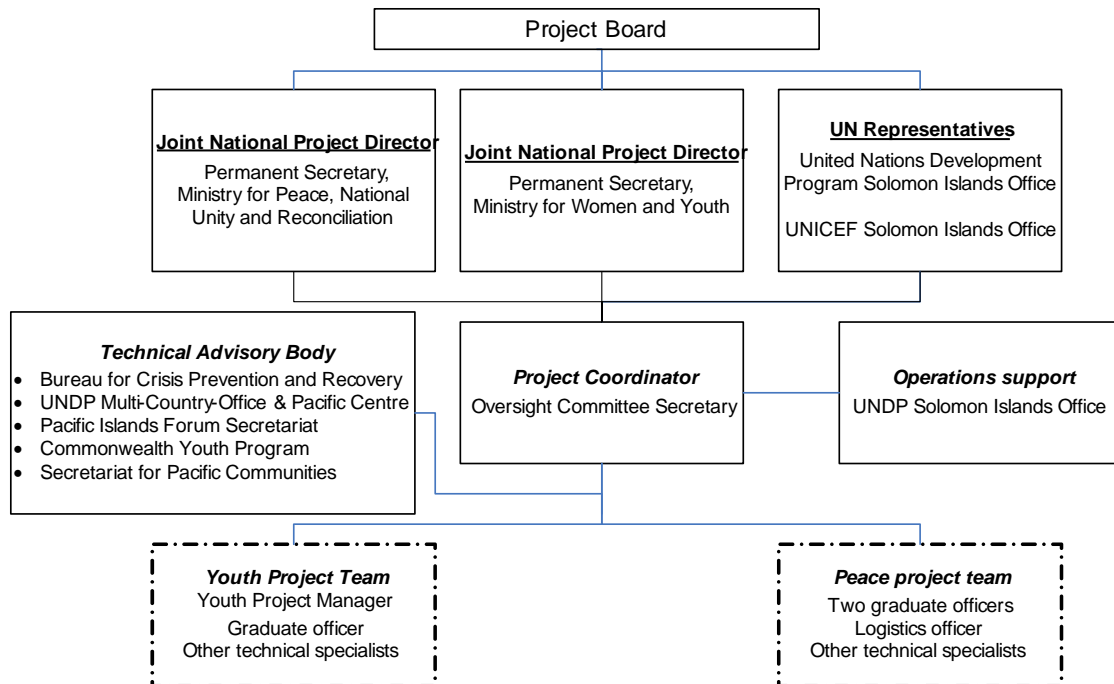


liaising with and coordinating the involvement of regional partners, in particular the PIFS.

119. A Technical Advisory Body will be kept informed by the project coordinator and the project board on the project developments, and will provide feedback and inputs into the project implementation as and when needed

120. The management and oversight arrangements for the project are illustrated in Figure 2.

**Figure 2. Project Management and Oversight Arrangements**



121. An annual tripartite review will be held within one month of the end of the first year of the operation of the project, which will—at a minimum—be attended by the following participants:

- Permanent Secretary of the MNURP (Joint National Project Director and Joint Chair);
- Permanent Secretary for Women and Youth (Joint National Project Director and Joint Chair);
- UNDP Deputy Resident Representative (member);
- Representative from the PIFS (member);
- Representative from UNICEF (member);
- Representative from UNFPA (member);
- Project Coordinator (member and secretary); and
- Youth Project Manager (member).

122. The National Project Directors may also choose to invite to invite other participants to the tripartite review, including from other relevant Government Ministries, civil society, and development partners and youth leaders.

## **Legal Context**

123. This project document shall be the instrument envisaged in article one of the agreement between the Solomon Islands Government and UNDP concerning the provision of assistance under the special fund sector of UNDP, signed by the parties and endorsed in a letter from the Solomon Islands Government.

124. The standard procedures for accounting and financial reporting for direct execution, as provided for in Financial Regulation 17.5 of the UNDP Financial Manual, will apply to this project.

125. The following types of revisions may be made to this project document, with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

1. Revision in, or addition of, any of the annexes of the project document;
2. Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;
3. Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

## **Risk Management**

126. Major program risks are considered to be as follows:

- Limited local capacities make it very challenging to successfully implement programmes in the Solomon Islands. To address this risk the project coordinator will have to assess capacity needs and gaps and design sustainable and cost-effective strategies to ensure the project is fully implemented and its outcomes are sustainable;
- Politicization of some components of the project is another risk that will need careful management so as to ensure that while the government is in the driver seat, there is a multi-stakeholder engagement and process that will build trust and confidence within the community and amongst stakeholders; and
- A third noteworthy risk is that development partners may not see the project as fitting clearly into their strategies. To address this risk, development partners will need to be engaged in the project through the project oversight committee so that they are apprised of its progress, and to ensure project implementation is aligned and coordinated with their activities.

## **PART VI. MONITORING AND EVALUATION**

127. Progress will be assessed against the project's outcomes, outputs and proposed activities through provision of a quarterly report by the project coordinator. A project review report will also be produced by the project coordinator within one month of the end of the project period. The project board will meet at the inception of the project, and at least on a quarterly basis, to review progress, and discuss routine implementation matters, in addition to communicating with the ad-hoc Technical Advisory Body as and when needed for feedback and recommendations. A terminal

tripartite review will be held within one month of the end of the first year of the project, to review progress, and agree on terms for the extension of the project.

128. Because of the short time frame of the preparatory assistance phase of the project a formal evaluation will not be conducted. However, a formal evaluation will ultimately be required of the overall project.

## PART VII. BUDGET FORMAT IN ATLAS

<b>Award: XXXXX</b>						
<b>Award Title: Strengthening Capacities for Peace Building in Post-Conflict Solomon Islands: Preparatory Assistance</b>						
<b>Project ID</b>	<b>Expected output</b>	<b>Key Activities and Deliverables</b>	<b>Account Description</b>	<b>ATLAS Account Code</b>	<b>Source of funds</b>	<b>Total</b>
(blank)	Inclusive and Effective Framework for Peace and Reconciliation established, including by addressing the needs of Solomon Islands youth	Project Formulation	Connectivity Charges	72440	UNDP	\$6,266
			E-Mail Subscription	72435	UNDP	\$2,442
			Information Technology Equipment	72800	UNDP	\$30,912
			International Consultants	71200	BCPR	\$75,000
			Premises Alternations	73205	UNDP	\$50,000
			Learning Costs	63400	UNDP	\$20,000
			Salaries-Appointment for Limited Duration	71105	BCPR	\$180,000
			Salaries-General Services Staff	61205	BCPR	\$22,500
			Local Consultant-Short Term Technical	71305	BCPR	\$15,000
			Rental & Maintenance of Information Technology Equipment	73300	UNDP	\$678

Project ID	Expected output	Key Activities and Deliverables	Account Description	ATLAS Account Code	Source of funds	Total
			Rental & Maintenance- Other Office Equipment	73405	UNDP	\$678
			Stationery & other Office Supplies	72505	UNDP	\$6,000
			Stationary & other office supplies	72505	UNDP	\$8,000
			Maintenance, Operation of Transport Equipment	73410	UNDP	\$15,000
			Common Services- Communication	72445	UNDP	\$20,814
			Facilities & Administration - Services	75100	UNDP	\$8,040
			Facilities & Administration - Services	75100	BCPR	\$14,625
		Administration	Furniture	72220	BCPR	\$10,000
			Local Consultant	71300	BCPR	\$122,500
			Profession Services	74100	BCPR	\$12,000
			Stationary & other office supplies	72505	UNDP	\$9,000
			Facilities & Administration - Services	75100	UNDP	\$450
			Facilities & Administration - Services	75100	BCPR	\$7,225
		Policy Making	International Consultants	71200	BCPR	\$25,000
			Facilities & Administration - Services	75100	BCPR	\$1,250
		Implementation	Local Consultant	71300	BCPR	\$40,000
			Travel	71600	BCPR	\$10,000

Project ID	Expected output	Key Activities and Deliverables	Account Description	ATLAS Account Code	Source of funds	Total
			Rent-Meeting Rooms	73107	BCPR	\$6,000
					UNDP	\$4,000
			Facilities & Administration -Over Head & Individual	75115	BCPR	\$10,000
			Contractual Services- Individual	71400	UNDP	\$16,500
			Facilities & Administration - Services	75100	UNDP	\$1,025
			Facilities & Administration - Services	75100	BCPR	\$3,300
Grand Total						\$754,206