



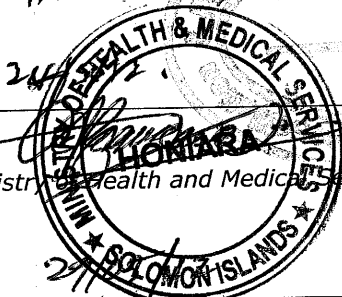
Country: **Solomon Islands**

Programme Title: **Human security initiative for "tensions" reduction, reconciliation and rehabilitation in the Solomon Islands**

Joint Programme Outcome(s): **To enhance human security for the selected communities and formercombatants in the Solomon Islands through reducing "tensions" and promoting peaceful and sustainable measures for their survival and dignity.**

<p>Programme Duration: <b>(24 months)</b></p> <p>Anticipated start/end dates: <b>From 28/05/12 to 27/05/14</b></p> <p>Fund Management Option(s): <b>Parallel</b></p> <p>Managing or Administrative Agent: <b>UNDP</b> (if/as applicable)</p>	<p>Total estimated budget*: <b>USD 2,886,434</b></p> <p>Out of which:</p> <p>1. Funded Budget: <b>USD 2,886,434</b></p> <p>2. Unfunded budget:</p> <p>* Total estimated budget includes both programmes Costs and indirect support costs</p>
<p>Sources of funded budget:</p> <p><b>HSTF: USD 2,206,434.16</b></p> <p><b>UNDP: USD 500,000</b></p> <p><b>UNICEF: USD 180,000</b></p>	

<p><b>UN organizations</b></p> <p><b>Knut Ostby:</b></p> <p>UNDP</p> <p>Date &amp; Seal</p>	<p><b>National Coordinating Authorities</b></p> <p><b>Name PS: LENNIS RUKALE</b></p> <p>Ministry: Ministry for national Unity, Reconciliation and Peace.</p> <p>Date &amp; Seal 24/5/12</p>
<p><b>Name Head of Agency:</b></p> <p>Dr. Isiye Ndombi</p> <p>UNICEF</p> <p>Date &amp; Seal</p>	<p><b>Name PS:</b></p> <p><b>Ministry: Ministry of Health and Medical Services</b></p> <p>Date &amp; Seal 27/5/12</p>
<p><b>Name Head of Agency:</b></p> <p>Mr. David Lamotte</p> <p>ILO</p> <p>Date &amp; Seal</p>	<p><b>Name PS: LENNIS RUKALE</b></p> <p>Ministry: Ministry for national Unity, Reconciliation and Peace.</p> <p>Date &amp; Seal 28/5/12</p>



## 1. Executive summary

Ensuring human security is particularly important in the Solomon Islands, due to lingering causes of ethnic conflict or "tensions", pervasive political manipulation, social fragmentation, chronic poverty, and lack of basic social facilities in many areas. The situation of former militants/combatants has not yet been adequately addressed. This joint UN initiative shall specifically focus on (i) empowering both ex-combatants and affected communities through improving local governance and community participation, and (ii) successful post-conflict recovery of affected communities through promoting human security and co-existence, with a view to preventing a recurrence of violent "tensions" in future.

## 2. Situation analysis

### Background:

The Solomon Islands is a country in Melanesia, east of Papua New Guinea, consisting of nearly one thousand islands, with a population of 523,000. The country has more than 70 language groups signifying its cultural diversity. While the Solomon Islands has long suffered from poverty, its acceleration of economic development has been doubly hampered by the outbreak of violent conflicts. The conflict in the Solomon Islands, locally referred to as '**the tensions**', began in 1998 when a group of militant youths from the island of Guadalcanal attacked settlements of islanders predominantly from Malaita (a neighboring island) in northwest Guadalcanal, an area bordering the capital city Honiara. The "tensions" resulted in hundreds of deaths as well as the displacement of more than 30,000 people from and within the province of Guadalcanal. It also caused the massive destruction of infrastructure and key industries, the breakdown of the law and order system, and the virtual failure of democratic government. In the years since the Townsville Peace Agreement and the arrival of Regional Assistance Mission to Solomon Islands (RAMSI), some sort of 'peace' has been restored in most areas of daily life. However, the structural drivers for conflict—poverty and relative deprivation; outstanding grievances, often playing out along ethnic lines; concentration of disaffected youth/ex-combatants in large numbers in the capital Honiara and Guadalcanal and Malaita provinces; climate of distrust and division between communities; elite/political capture and manipulation of resources; and political exclusion, disempowerment and brinkmanship— all remain. This combination of factors constitutes severe and ever-present threats to human security in the Solomon Islands.

One of the factors from the above list that represents a proximal and immediate trigger for future conflict is the situation of the former militants/combatants. Some 3,000 members of this group (concentrated primarily in several areas in the capital city of Honiara, and in Guadalcanal and Malaita provinces) as yet have neither been successfully reintegrated into communities, nor able to access educational and economic opportunities due to the stigma of being a former combatant. This group has certainly the history and conceivably also the wherewithal and propensity for recourse to violent conflict to resolve outstanding grievances and perceived deprivation. It is therefore crucial to deal with the human security needs for former combatants as well as their host communities, in order to establish firm foundations for successful peace building during this transitional period between emergency and sustainable development.

'Ethnic tensions', gripping the Solomon Islands (SOI) since 1998, culminated in an armed conflict that shook the region and seriously affected the country's economy and human security. Since the signing of the Townsville Peace Agreement (TPA) in 2000, a very ambitious programme was promised, which included far-reaching commitments such as demilitarization, return of stolen property, compensation payments, rehabilitation, resettlement, and political reforms. However, these promises were not implemented to provide adequate stabilizing outcomes. After 10 years of the signing of the TPA, the Solomon Islands remains in its real transitional phase with potential risks of post-conflict 'gaps' as clearly examined in the Report by the Commission on Human Security

entitled 'Human Security Now'<sup>1</sup>. While its emergency relief needs still remain in some areas and communities, however, it is now critical to realize that the past and on-going responses have failed to take into account the link between emergency and development. The proposed project is jointly formulated by the most active UN agencies within the country, with comparative advantages over their specialized mandates. Under this project, the participating agencies aim to translate into action two essential principles of the human security approach: "**Freedom from Fear**" and "**Freedom from Want**" (as further elaborated in the Section of Project Details and Attached Budget) with two context-specific priorities on: (I) "tensions" prevention; and (II) community "rehabilitation" for the returned former combatants and their host communities. Its specific human security context is as follows:

**Project Goal:**

*To enhance human security for the selected communities and former combatants in the Solomon Islands through reducing "tensions" and promoting peaceful and sustainable measures for their survival and dignity.*

**Component I: Freedom from Fear Approach**

**Objective I-1:** To improve local governance and provide capacity building measures to local stakeholders such as local government officials, community leaders, CBOs and women's groups for successful recovery from the violent conflict (UNDP)

**Objective I-2:** To promote reintegration and make it fully functional to meet the needs of the community members and former combatants, for human security and peaceful co-existence (UNDP)

**Component I: Freedom from Want Approach**

**Objective II-1:** To empower their economic security and promote sustainable livelihoods for the target communities and returned former combatants, through income-generation measures (ILO)

**Objective II-2:** To enhance by up to 80% of the functional capacity of target communities to deal with conflict-affected water and sanitation management problems by 2012 (UNICEF)

**Objective II-3:** To improve the understanding of both communities and ex-combatants of the relevance of human rights and gender equality to strengthened forms of social security and decent work (ILO)

**Specific Objectives, Expected Outputs and Detailed Activities:**

Under this project, human security interventions will particularly focus on the multi-sectoral demands of people's human security, namely: local governance, peaceful-coexistence, job training and income generation, water and sanitation, human rights education and gender equality.

This proposal addresses both communities that were targeted by the combatants, as well as the communities that potentially supported the combatants, as the latter are, in a sense, also victims. The following is only a summary of the specific objectives, expected outputs and activities and a more detailed list of activities is contained in the attached budget (Annex 1) and the logical framework (Annex 2)<sup>2</sup>. It is important to note that the proposed joint project shall also encourage active participation by former combatants themselves, as well as in-kind contributions from the target communities such as labor and raw materials, wherever possible and appropriate.

<sup>1</sup> "Human Security Now" (Commission on Human Security, 2003) page 59

<sup>2</sup> For the smooth implementation arrangement among the participating organizations, it is agreed that the funds under Objective I-2 shall be managed primarily by UNDP, while overall activities will be implemented and monitored together with ILO. Similarly, the funds under Objective II-1 will be managed by ILO while implemented together with UNDP.

### **3. Strategies including lessons learned and the proposed joint programme**

#### **I. Human Security Approach to Prevent "Tensions"**

Ensuring human security is particularly important in the Solomon Islands, because pervasive political manipulation and fragmentation resulting from a fragile state's inability or unwillingness to forge a 'social compact' between incumbent elite groups and constituent ethnic communities have all too often exacerbated conflict. This has increased tensions between the state/political class and the common Solomon Islanders/*modus vivendi* of traditional communities, and has by all accounts had negative implications for state-citizen compact. While the national government's policy statements clearly established that 'reconciliation with all stakeholders is the number one priority of the government' and its development strategy affirmed that 'reconciliation and the associated rehabilitation to support it is fundamental to sustained development, peace and human security in the Solomon Islands', however, former combatants reported some dissatisfaction towards the government which promised full participation in the ceasefire agreement and subsequent reconciliation discussion.

In the needs assessment previously conducted in the target provinces of Guadalcanal and Malaita as well as in the City of Honiara, distrust among all stakeholders including the local government, ex-combatants and host communities is found serious. In this regard, based on the outcomes from the previous needs assessment, this joint initiative from people-centered perspectives shall specifically focus on (i) empowering both former combatants and affected communities through improving local governance and community participation, and (ii) successful post-conflict recovery of affected communities through promoting human security and co-existence, with a view to preventing a recurrence of violent "tensions" in future.

#### **II. Poverty Reduction and Healthy & 'Inclusive' Community Rehabilitation in Target Areas**

In addition to the above problems of persistent distrust among community members, the country also faces chronic poverty with lack of basic social facilities. With one of the fastest-growing populations in the world, per capita income is the second lowest in the region, with per capita gross domestic product averaging about \$1,000 from 2004 to 2009. Almost 23% of the population faces difficulty meeting basic food and essential non-food needs (including housing, transport, education, clothing, and utilities). The country is ranked the third lowest among all Pacific Island nations in the United Nations Human Development Index 2009 ranking, with notable human security vulnerability in the target provinces of Guadalcanal and Malaita as well as in the City of Honiara where most ex-combatants concentrate. unemployment rates of all three target areas are relatively higher than other provinces, becoming major source of human 'insecurity'. For post-conflict countries like the Solomon Islands, the high unemployment generated by unrest and instability directly represents both an economic challenge and a security issue. Especially, men's disaffection not only affects their wellbeing but also increases sexual and domestic violence and other forms of violence against women. It is therefore an added fact that the social changes resulted from conflict and violence has disrupted normative gender roles, as this dynamic profoundly affects women's and men's livelihoods strategies and their ability to make a living in the aftermath of conflict in different ways.

Further to the above mentioned economic security issues, it is also important to recognize that healthy water and sanitation facilities have also been affected and destroyed during the past violent conflict, and the damage has still not been fully rehabilitated. For example, their water resource management is not fully functioning in the target provinces/city, which severely affects the people's daily lives and livelihood even after 10 years from the end of the conflict. For ex-combatants and host community members to live in harmonious ways, rehabilitating basic social facilities with equal access and community-management system is a must because their human security is not only about economic security but also their overall way of living in safe and healthy environment. Therefore, challenges from poverty reduction and "unhealthy" environment are all equivalent to human security threats not only to ex-combatants but also to individual member of the affected

4Needs assessment conducted by UNDP in August 2008 "Community Needs Assessment for Excombatants" by The SIG Taskforce on the Socio-Economic Rehabilitation for Former Combatants communities in the target areas. In order to ensure smooth transition from emergency relief to sustainable development phase in the country as a whole, the government recognizes that providing decent works, healthy environment, and dignity for the most vulnerable people in the selected city and provinces should first be tackled as priorities.

**Target beneficiaries:**

Target beneficiaries for this proposed project are former combatants and communities affected by the civil unrest in the Solomon Islands from 1998-2003. Specifically, these beneficiaries are concentrated in the capital city of Honiara and the provinces of Guadalcanal and Malaita. While determining the exact number of total direct beneficiaries will be part of the project's initial activity, internal staff calculations put the number conservatively at approximately 12,000 (i.e., ~ 3000 former combatants + ~ 8000 affected persons). Indirect beneficiaries will include local populations both in and around the target city and provinces who will receive multiplier effect through the project. Furthermore, there could be approximately 3000 additional beneficiaries, including (1) government officials and decision-makers, (2) NGOs and associations, (3) vulnerable persons, particularly women and the youth, and (4) those employed through some of the envisaged activities.

**III. Past and Current/Complementary Initiatives**

Previous efforts to address the issue of former combatants focused on formal combatant forces, primarily the reserve police forces. The UNDP provided assistance to the Government of the Solomon Islands to demobilize and reintegrate this division of the national police force, the Special Constables. While the project is funded by the Bureau for Crisis Prevention and Recovery (BCPR) of UNDP, however, the project only supported preparatory assistance to the government (not directly to the people on the ground) and ended in June 2010. There is thus no more ongoing programme which directly focuses on former combatants and/or the host communities. For peacebuilding and crisis prevention efforts in general, UNICEF secured funding for Life and Learn Environmental Education (LLEE) which supported community dialogue and peace education programme during 1998-2003, but there is also no similar project funded recently. ILO, another collaborating agency in this joint initiative, will utilize their expertise and experiences built around crisis response in many different parts of the world in order to best support the reintegration of ex-combatants, in addition to bringing to bear their strongest expertise of income generation activities.

With regard to other donors, the Australian Agency for International Development (AusAID) as one of the biggest donors in the country, supports the Solomon Islands Law and Justice Institutional Strengthening Programme. Despite these efforts, the national government of the Solomon Islands has recognized that "tensions"-related issues remain unresolved. For other projects funded by the UNTFHS, while there were three supported by the Trust Fund (one executed by UNFPA & WHO, and others by UNDP), however, all of them provided singlesector and emergency-type of assistance with heavy focus on large infrastructure reconstruction and were small in its financial size. This joint initiative is therefore the first joint project formulated by the UN Country Team with a wider scope of intervention under the concept of human security. Lessons learned from the previous experiences will all be utilized by close communication and dialogue with the agencies involved in them, prior to the start of project implementation. In sum, there has been no single project focusing on the multi-sectoral needs of former combatants as well as host communities, either in the past or present, implementing such a comprehensive and holistic approach as proposed in this joint project.

## Human Security Initiative for “Tensions” Reduction, Reconciliation and Rehabilitation (HSI-T3R) in the Solomon Islands

### BUDGET SUMMARY-24 months

<b>Human Security Goal:</b>					
<p>To enhance human security for the selected communities and ex-combatants in the Solomon Islands through reducing “tensions” and promoting peaceful and sustainable measures for their survival and dignity.</p>	Activities	Estimated Amount (\$)		Responsible Agency	
		Y 1	Y2		Total
<p><b>Objective I-1: To establish a pilot initiative to promote reintegration and make it fully functional to meet the needs of the community members and ex-combatants, for human security and peaceful co-existence</b></p>					
<p><b>Output I-1.1 Up to 90% of selected stakeholders (local governmental officials, community leaders, representatives of CBOs and Women's Groups) participate in the process of</b></p>	<p><b>I-1.1.1 Organize a total of 12 provincial workshops to achieve a local consensus on implementation and exit strategies</b></p>	2,400	2,400	4,800	UNDP
	<p>a) Community consultation/evaluation workshops (3 provinces/city x 2 workshops/year x \$350/day venue rental)</p>	2,100	2,100	4,200	
	<p>b) Refreshments (\$50/workshop x 6 workshops/year</p>	300	300	600	

<b>establishing local registration systems to improve local participation</b>	<b>I-1.1.2 Establish local registration systems in all 3 target provinces/city</b>	<b>49,496</b>	<b>32,200</b>	<b>81,696</b>	
	a) Workshops for local registration (3 provinces/city x 6 workshops/year x \$350/day venue rental)	6,300	6,300	12,600	
	b) Refreshments (\$50/workshop x 18 workshops/year)	900	900	1,800	
	c) Consultation fees (\$450 professional fees/day + 175 DSA/day x 5 days) x 19.2 weeks spread over 2 yrs)	35,000	25,000	60,000	
	d) Travel (1person x \$250 (return airfare) x 6 times)+ DSA (14 days x \$69 x 6times x 1person)	7,296	0	7,296	
	<b>I-1.1.3 Implement advocacy measures for promoting local participation and maintenance of rehabilitated infrastructure</b>	<b>7,800</b>	<b>7,800</b>	<b>15,600</b>	
	a) Advocacy cost (\$320/0.5 pg paper ad + \$30/30sec radio spot + \$650/TV spot) x 12	6,000	6,000	12,000	
	b) Printing and stationery (\$150/month x 24)	1,800	1,800	3,600	
	<b>Sub-total of I-1.1</b>		<b>59,696</b>	<b>42,400</b>	<b>102,096</b>
	<b>I-1.2. All three target provinces of Guadalcanal, Malarita and Honiara possess 'green' community peace centres as foundation for "tension" reduction</b>	<b>I-1.2.1 Rehabilitate/reconstruct 3 community peace centres in each province/city, utilizing environmentally sustainable practices and materials.</b>	<b>365,500</b>	<b>293,092</b>	<b>658,592</b>
a) Hire one international UNV specialized in civil engineering		42,000	42,000	84,000	
b) Community renewable energy systems (4150W solar/wind hybrid power generation package @ \$65,000) x 4		130,000	130,000	260,000	
c) Construction of community water works (Well @ \$150/mtr inclusive labor x 30 mtr) x 6		13,500	13,500	27,000	

	d) Construct or retrofit 'green' community peace centre @ \$90,000/project (inclusive of 10% architect's fees) x 3 (one each in Guadalcanal, Malaita, Honiara)	180,000	90,000	270,000
	e) Monitoring and Evaluation (Travel fees + DSA (2 x \$250 + 14 days x \$69) x 12 months)	0	17,592	17,592
	<b>Sub-total of I-1.2</b>	<b>365,500</b>	<b>293,092</b>	<b>658,592</b>
<b>Total Cost for Objective I-1 425,196 335,092 760,688 UNDP</b>				
<b>Objective I-2: To establish a pilot initiative for promoting reintegration and make it fully functional to meet the needs of the community members and ex-combatants for human security and peaceful co-existence</b>				
<b>I-2.1. Local re-integration counseling mechanism with focus on negotiation, conflict resolution, and mediation, developed and become fully functional</b>	<b>I-2.1.1 Establish local re-integration counseling mechanism amongst ex-combatants and their communities</b>	<b>5,500</b>	<b>5,500</b>	<b>11,000</b>
	a) Needs assessment (UNDP contribution)	0	0	0
	b) local experts on re-integration counseling (UNDP contribution)	0	0	0
	c) 1 Mid-term and 1 final evaluation	4,000	4,000	8,000
	d) Evaluation Reports (printing etc)	1,500	1,500	3,000
	<b>I-2.1.2. Provide intensive training courses on negotiation, conflict resolution and mediation to the target communities</b>	<b>59,000</b>	<b>51,000</b>	<b>110,000</b>
	a) One international consultant for conflict-resolution (50% of full-time consultant -cost shared by other programmes)	45,000	45,000	90,000
	b) Conduct Courses (venue, refreshments, course materials, etc)	9,000	3,000	12,000
	c) Monitoring Travel (Travel Fees + DSA (2 x \$250 + 14 days x \$69) x 6 months)	5,000	3,000	8,000
		<b>Sub-total of I-2.1</b>	<b>64,500</b>	<b>56,500</b>



<b>1.2.2. At least 70% of target beneficiaries successfully obtained knowledge on human security and peaceful co-existence and translate into actions through locally-organized events</b>	<b>I-2.2.1. Conduct public awareness and social communication campaign on human security and peaceful co-existence.</b>	28,100	28,100	56,200	
	a) Draw implementation strategy for advocating human security and peaceful co-existence	0	0	0	
	b) Human Security and Peaceful Co-existence - Advocacy cost (\$320/0.5 pg paper ad + \$30/30sec radio spot + \$650/TV spot) x 20	10,000	10,000	20,000	
	c) Community Workshops participated by selected local stakeholders (14workshops/year x 2 years x \$400/day venue rental & refresh)	5,600	5,600	11,200	
	d) 12 public events over 2years in all 3 provinces (One year cost = (3 provinces x \$400/event) + \$500/year for all stationeries and printing documents)	12,500	12,500	25,000	
<b>Sub-total of I-2.2</b>		<b>28,100</b>	<b>28,100</b>	<b>56,200</b>	
<b>Total Cost for Objective I-2</b>		<b>92,600</b>	<b>84,600</b>	<b>177,200</b>	<b>UNDP</b>

Expected Outcomes	Activities	Estimated Amount (\$)			Responsible Agency
		Y 1	Y2	Total	
<b>Objective II-1. To empower economic security and promote sustainable livelihoods for the target communities and returned ex-combatants through income generation measures</b>					

<p><b>II-1.1</b>The economic needs of target ex-combatants and their families are fully identified through field-based survey, using ILO Participatory Appraisal of Competitive Advantage and Community Employment Assessment (CEA) methodologies, indicating training needs, employment opportunities and value chains to be targeted for development.</p>	<p><b>II-1.1.1 Undertake an assessment of local economic development opportunities and skills needs using PACA methodology with additional focus on potential value chain upgrading (also to support Objective II-3) and related skills needs assessment through CEA.</b></p>	<p>88,000</p>	<p>46,000</p>	<p>134,000</p>	<p><b>ILO (in collaboration with UNDP)</b></p>
	<p>a). International fulltime UNV specialised in entrepreneurship, economic development and competency-based training, to coordinate project implementation and develop partnership network with local training and service providers under Objectives II-1 and II-3</p>	<p>42,000</p>	<p>42,000</p>	<p>84,000</p>	
	<p>b). International consultant to undertake and facilitate assessment study of sectoral economic development opportunities, identify employment opportunities and training needs and to support UNV to identify local partners for training and after training support (30-days). Identify, map and assess capacity of existing providers for market-oriented vocational, business and livelihood skills and micro-finance services. Assess their interest in partnership. The consultant further supports partner organisations to prioritise and conducts training needs assessments. This assessment applies for rural and urban areas.</p>	<p>15,000</p>	<p>0</p>	<p>15,000</p>	
	<p>c). Travel Costs of international consultant and UNV</p>	<p>6,000</p>	<p>0</p>	<p>6,000</p>	
	<p>d). Regional ILO technical support (from Bangkok and Suva) to project startup and technical assessment studies</p>	<p>5,000</p>	<p>4,000</p>	<p>9,000</p>	
	<p>e). Local consultant for 2 months to support assessment study (30 days)</p>	<p>10,000</p>	<p>0</p>	<p>10,000</p>	

	<p>f). Travel costs including DSA for local consultant</p> <p>g). Reporting two-day workshop with training providers to present results, develop programme workplans, develop working group and obtain feedback</p>	2,000	0	2,000
	<b>Sub-total of II-1.1</b>	<b>88,000</b>	<b>46,000</b>	<b>134,000</b>
<p><b>II-1.2 Up to 65% of trained beneficiaries obtain enough skills and knowledge to engage in small but sustainable self-start businesses within the context of improved social relations with partners and the communities</b></p>	<p><b>II-1.2.1. Provide pre-vocational skills training (life skills training) and vocational training to ex-combatants and their families.</b></p> <p>a). Consultant, together with UNV supports partner organisations to build capacity to identify employment and market opportunities and training needs and adapt training curriculum in selected vocational training partner institutions to needs of rural target group. includes 1 follow up workshop.</p> <p>b) Technical support of skills component of project by regional ILO specialists</p> <p>c) Provide pre-vocational life skills training courses to ex-combatants to prepare them for economic re-integration, to be held at community peace-centers developed under output I-1.2</p> <p>d) Deliver training with quality assurance, training testing and certification of training in collaboration with vocational training institutions. Adopt, where available formal national skills standards to context of rural training which targets people with low educational background and partially non-formal training providers. Link up with formal vocational training providers, rural training centres etc..</p>	28,000	28,000	56,000
		4,000	4,000	8,000
		1,000	1,000	2,000
		5,000	5,000	10,000
		8,000	8,000	16,000

e) Training material and facilities development	10,000	5,000	15,000
f) Share process with government in workshop at national level	0	5,000	5,000
<b>II-1.2.2. Review and adapt current ILO (gender-sensitive) enterprise development, micro-finance, and crisis response training materials to local context</b>	<b>17,000</b>	<b>5,500</b>	<b>22,500</b>
a). Consultancy to support partner organisations to review and adapt materials through desk review and consultations with stakeholders, focusing on the business community and women's organizations	7,500	0	7,500
b). Printing of training materials for TOT's and TOE	7,000	3,000	10,000
c) Awareness raising on gender equality issues for selected trainers, using adapted ILO materials (by local partners)	2,500	2,500	5,000
<b>II-1.2.3. Implement one TOT workshop and one refresher TOT workshop during the second year (with Master Trainer)</b>	<b>15,000</b>	<b>15,000</b>	<b>30,000</b>
a). One TOT to train key trainers from civil society and community organizations	15,000	0	15,000
b). One refresher TOT and programme review workshop held for the key trainers		15,000	15,000
<b>II-1.2.4. Collaborate with local partners to implement Training of Entrepreneurs using the ILO's gender-sensitive materials</b>	<b>27,300</b>	<b>10,200</b>	<b>37,500</b>
a) Preparatory meetings with local partners	2,000	0	2,000
b) Support to programme by ILO regional gender and women's entrepreneurship specialists	2,000	2,000	4,000

	c) Selection and training needs assessment of target beneficiaries (both women and men)	1,000	0	1,000
	d) Preparation and implementation of basic enterprise development training for women and men by local organization (including procurement of equipment, renting of venue and payment of trainers)	7,000	8,000	15,000
	e) Printing certificates	300	200	500
	f) Consultancy to develop formal recognition of skills training	15,000		15,000
	<b>II-1.2.5. Monitoring and evaluation of training implementation (in addition to regular self-assessments by training providers and by trainees)</b>	<b>2,000</b>	<b>16,500</b>	<b>18,500</b>
	a) Regular monitoring and reports drafted by local consultant	0	12,500	12,500
	b) Field monitoring visits	2,000	4,000	6,000
	<b>Sub-total of II-1.2</b>	<b>89,300</b>	<b>75,200</b>	<b>164,500</b>
<b>II-1.3. At least 60% of training beneficiaries in rural areas have access to business development services to improve their sustainability and business success</b>	<b>II-1.3.1 Link beneficiaries to existing business development services in the identified economic sectors and create improved linkages within their selected value chains</b>	<b>7,500</b>	<b>30,000</b>	<b>37,500</b>
	a) Needs assessment concerning business development services and micro-finance services, and identification of existing service providers and their services, cost, and service uptake	7,500	0	7,500
	b) Formation of business groups among training beneficiaries, using ILO methodology and training materials, through delivery of 15 workshops on business group formation in collaboration with local partners	0	15,000	15,000

<p>II-1.4. Awareness raising among beneficiaries on human rights, labour rights and gender equality</p>	<p>c) Facilitation and support for the project beneficiaries' participation in the government and private sector organized monthly market trade fairs and related promotional events where public platform is utilized to spread the message of peaceful coexistence and respect for the rule of the law (annual trade fairs in 3 provinces/city)</p>	<p>0</p>	<p>15,000</p>	<p>15,000</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
<p>II-1.4.1. Implementation of training and awareness raising activities related to promotion of most urgent and relevant International Labour Standards, Gender Equality and Human Rights principles</p>	<p>a) Selection of local consultants/institutions and assessment of their capacity on gender and disability issues (consultancy) b) Implement TOT sessions for institutional partners on awareness raising and training related to human rights, gender and disability, using existing ILO materials c) Implement awareness raising and training activities with the rural target group (ex-combatants and their families) as part of training on income-generation/basic business and vocational skills</p>	<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p>a) Selection of local consultants/institutions and assessment of their capacity on gender and disability issues (consultancy)</p>	<p></p>	<p>2,500</p>	<p>0</p>	<p>2,500</p>
<p>b) Implement TOT sessions for institutional partners on awareness raising and training related to human rights, gender and disability, using existing ILO materials</p>	<p></p>	<p>0</p>	<p>15,000</p>	<p>15,000</p>
<p>c) Implement awareness raising and training activities with the rural target group (ex-combatants and their families) as part of training on income-generation/basic business and vocational skills</p>	<p></p>	<p>2,500</p>	<p>7,500</p>	<p>10,000</p>
<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
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<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
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<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
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<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>
<p><b>Sub-total of II-1.3</b></p>		<p>7,500</p>	<p>30,000</p>	<p>37,500</p>
<p><b>Sub-total of II-1.4</b></p>		<p>5,000</p>	<p>22,500</p>	<p>27,500</p>

<b>in consultation with relevant stakeholders</b>	a). Collect water and sanitation data for each community and analyze for the needs (hiring one local consultant for 30 days at US\$100/day)	3,000	0	3,000
	b) Produce analysis reports	0	0	0
	c) Travel fees (boat hire, airfare, car hire)	2,000	0	2,000
<b>Subtotal for II-2.1</b>		<b>5,000</b>	<b>0</b>	<b>5,000</b>
<b>II-2.2 10 selected communities establish and self-manage fully functioning water and sanitation committees</b>	<b>II-2.2.1 Conduct technical assessment for WASH (will be included in II-2.1.1 a above)</b>	0	0	0
	<b>II-2.2.2 Develop action plans on water and sanitation for each of the 10 selected communities</b>	9,500	0	9,500
	a) Conduct workshops with community representatives (2 workshops with 30 participants @ USD 50/person	1,500	0	1,500
	b) per-diem for 2 staff @USD 100/day for 30 days	6,000	0	6,000
	c) travel fees (boat hire, car hire, airfare)	2,000	0	2,000
	<b>II-2.2.3 Conduct workshop on IEC (Information, Education and Communication)</b>	6,000	4,000	10,000
	a) Development of IEC documents: Review of existing materials and compile relevant IEC materials.	0	0	0
	b) Printing and Disseminating materials: 5,000 copies in Pigeon and 5000 in English	4,000	2,000	6,000
	c). travel fees (boat hire, car hire, airfare)	1,000	1,000	2,000
	d) Per diems 2 staff @USD 100/day for 10 days	1,000	1,000	2,000
<b>II-2.2.4 Establish WASH Committees for 10 selected communities and provide capacity-building workshops</b>	10,500	0	10,500	

	<p>a) Conduct Workshops on "Community Led Total Sanitation" (CLTS) and "Participatory Hygiene and/or Sanitation Transformation" (PHAST) approaches. One training workshop on PHAST or CLTS approach)- one consultant for 10 days @150/day and 20 trainers for 7 days training @ USD 50/day</p> <p>b. Boat hire, car rental, airfare</p>	8,500	0	8,500
		2,000	0	2,000
	<b>Subtotal for II-2.2</b>	<b>26,000</b>	<b>4,000</b>	<b>30,000</b>
<p><b>II-2.3. Local water and sanitation technicians in 10 selected communities fully trained in basic skills for installation of WASH facilities, community hygiene and sanitation promoters</b></p>	<p><b>II-2.3.1 Develop tailor made ICT platforms and content to support community learning and nurture demand for sanitation and hygiene in 10 communities</b></p>	250,000	60,000	310,000
	<p>a). Development/production/procurement, transportation, installation and maintenance of solar powered ICT tool in 10 communities</p>	110,000	20,000	130,000
	<p>b). Development/adaptation of training materials and training of 40 ICT facilitators and maintainers in 10 communities to maintain ICT platforms using locally available resources, and manage their 'marketing space' for long term sustainability</p>	20,000	10,000	30,000
	<p>c). Development/adaptation of digital content and production of print and AV materials to nurture community learning and practice of good sanitation and hygiene practices, and improved computer literacy rate and ICT use among both genders and different age groups in 10 communities</p>	120,000	30,000	150,000
	<p><b>II-2.3.2 Train 2 water technicians and 2 hygiene and sanitation workers per target community</b></p>	0	20,000	20,000
	<p>a). Selection of appropriate workers with community representatives</p>	0	0	0



	b). Conduct trainings on plumbing, installation water tanks and stand pipes, spring intakes and latrines (20 water and sanitation technicians @USD 50/day for 10 days	0	10,000	10,000
	c). Provision of basic tools for technicians	0	10,000	10,000
	<b>II-2.3.3. Train WASH promoters in all selected communities</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
	a). Selection of appropriate promoters with community representatives	0	0	0
	b). Conduct trainings on health and hygiene related to WASH, household water treatment and storage (HWTS), use of and maintenance of water and sanitation installations (20 hygiene promoters @USD 50/day for 5 days)	0	5,000	5,000
	c). Provision of hygiene promotion manuals and other training materials for their use during further orientation among households	0	5,000	5,000
	<b>Subtotal for II-2.3</b>	<b>250,000</b>	<b>90,000</b>	<b>340,000</b>
<b>II-2.4 Water supply facilities in 10 affected communities installed and become fully functional</b>	<b>II-2.4.1 Conduct assessment on technological options in all selected communities</b>	<b>9,000</b>	<b>0</b>	<b>9,000</b>
	a). One national consultant @ USD 100/day for 60 days	6,000	0	6,000
	b). Consultation with community representatives, NGOs, and CBOs (i.e. cost for meetings, stationeries, etc)	3,000	0	3,000
	<b>II-2.4.2 Installation of appropriate water facilities</b>	<b>0</b>	<b>141,000</b>	<b>141,000</b>
	a). local water technicians hired (trained under II-2.3) (estd. 20 technicians @USD 200/month for a total of 8 months)	0	32,000	32,000
b). local hygiene promoters hired (trained under II-2.3) (estd. 20 hygiene promoters @USD 200/month for a total of 4 months)	0	16,000	16,000	

	c). ground works such as digging the pipe line trench, laying pipes and backfilling (contributed by communities )	0	0	0	0
	d). installation of water facilities (Different kinds of pipes and fittings, water tanks, installation of springs etc.	0	93,000		93,000
	<b>Subtotal for II-2.4</b>	<b>9,000</b>	<b>141,000</b>		<b>150,000</b>
<b>II-2.5. Guidelines and manuals on operation and maintenance of community water supply developed</b>	<b>II-2.5.1. Development of guidelines and manuals.</b>	<b>0</b>	<b>15,000</b>		<b>15,000</b>
	a). One national consultant @USD 150/day for 40 days	0	6,000		6,000
	b). Print and disseminate the documents (printing of training materials 100 copies in local and english languages)	0	5,000		5,000
	c). Travel fees (airfare, boat rental, car hire)	0	4,000		4,000
	<b>Subtotal for II-2.5</b>	<b>0</b>	<b>15,000</b>		<b>15,000</b>
<b>II-2.6. Local monitoring mechanism installed at central and provincial levels</b>	<b>II-2.6.1. Establish monitoring mechanism</b>	<b>0</b>	<b>15,000</b>		<b>15,000</b>
	a). hold regular meetings at national levels	0	1,000		1,000
	b). hold regular meetings at provincial levels	0	2,000		2,000
	c). monitoring missions (travel fees)	0	12,000		12,000
	<b>Subtotal for II-2.6</b>	<b>0</b>	<b>15,000</b>		<b>15,000</b>
<b>Total Cost for Objective II-2 290,000 265,000 555,000 UNICEF</b>					
<b>Objective II-3. To empower urban ex-combatants and their communities to establish sustainable and decent livelihoods</b>					
<b>II-3.1. 300 urban ex-combatants and their communities have improved income-generating capacity through access to (pre-vocational skills training, business skills</b>	<b>II-3.1.1 Provide pre-vocational skills training (life skills training) to urban ex-combatants</b>	<b>29,000</b>	<b>27,000</b>		<b>56,000</b>
	a). Consultant, together with UNV supports partner organisations to build capacity to identify employment and market opportunities and training needs and adapt training curriculum in selected vocational training partner institutions to needs of rural target	4,000	4,000		8,000

**training and support, and job placement services.**

group.					
b). Technical support of skills component of project by regional ILO specialists	3,000	1,000	4,000	8,000	
c). Provide pre-vocational life skills training courses to ex-combatants to increase their work and employability skills	4,000	4,000			
d). Deliver training with quality assurance, training testing and certification Certification of Training in collaboration with vocational training institutions. f) Adopt, where available formal national skills standards to context of rural training which targets people with low educational background and partially non-formal training providers. Link up with formal vocational training providers, urban training centres etc..	8,000	8,000		16,000	
e). training material and limited infrastructure	5,000	5,000		10,000	
f). placement and after training support for regular wage employment.	5,000	5,000		10,000	
<b>II-3.1.2 Provide training on basic business skills and business group formation for urban ex-combatants</b>	<b>25,000</b>	<b>24,000</b>		<b>49,000</b>	
a). Review and adapt current ILO enterprise development and crisis response training materials to local context (building on output II-1.2.2)	5,000	0		5,000	
b). Finalization of business development training materials and printing (building on output II-1.2.3).	6,000	2,000		8,000	

c). Support by ILO technical specialists on entrepreneurship and enterprise development	2,000	4,000	6,000
d). Entrepreneurship and business training provided to ex-combatants and their employers	10,000	15,000	25,000
e). Implement additional awareness raising on gender equality issues for selected trainers, using adapted ILO materials (by local partners) (see output II-1.4.1)	2,000	3,000	5,000
<b>II-3.1.3. Organize regular meetings between SICCI, business associations, and vocational training providers to ensure market-driven placement of trainees in decent jobs</b>	<b>38,000</b>	<b>35,000</b>	<b>73,000</b>
a). Hire of a local consultant for 1 year to be based in Solomon Islands Chamber of Commerce and Industry for one year	7,000	7,000	14,000
b). Support by ILO workers specialist, including awareness raising of business opportunities with SI trade unions	9,000	0	9,000
c). Regular meetings to identify market demand and placement opportunities	10,000	0	10,000
d). Print training materials [3000 copies at US\$7 each Regular social support provided to target group after job placement	2,000	8,000	10,000
e). Sectoral assistance provided to key sectors employing ex-combatants and supporting their communities, based on materials developed under II-3.1.2.b, above.	8,000	12,000	20,000
f). Development of mechanisms for formalization of skills acquisition by target group after placement	2,000	8,000	10,000

II.3.1.4 Improve target groups' access to sustainable, diversified and affordable financial services (similar to rural areas component)	12,000	15,700	27,700
a) Conduct a supply and demand review of financial services (savings, credit, insurance) in the targeted areas and communities, rural and urban	6,000	0	6,000
b). Establish linkages between project target groups and existing financial services providers (credit unions, MFIs, savings clubs, NGOs...) through stakeholders workshops (skills, BDS, financial services providers) and provision of technical advice	3,500	3,200	6,700
c). Conduct quick assessment of target groups' financial literacy level, adapt existing materials (i.e ILO's) to the local context and target group, and print	2,500	2,500	5,000
d). Organize Training of Trainers on Financial Education and support the provision of financial education training to target groups	0	10,000	10,000
<b>Sub-total of II-3.1</b>	<b>104,000</b>	<b>101,700</b>	<b>205,700</b>
<b>Total Cost for Objective II-3</b>	<b>104,000</b>	<b>101,700</b>	<b>205,700</b>
<b>Total Project Cost (Total of Objective.1-2 &amp; II.1-2-3</b>	<b>1,101,596</b>	<b>960,492</b>	<b>2,062,088</b>
<b>Programme Support Cost (All agencies with PSC rate of 7%)</b>	<b>77,112</b>	<b>67,234</b>	<b>144,346</b>
<b>GRAND TOTAL ESTIMATED FUND</b>	<b>1,178,708</b>	<b>1,027,726</b>	<b>2,206,434</b>

4. Results framework

Results Framework

UNDAF Outcome 1: Pacific Island countries develop and implement evidence-based, regional, pro-poor and National Sustainable Development Strategies (NSDS) to address population, poverty and economic exclusion issues, stimulate equitable growth, create economic opportunities and quality employment and promote sustainable livelihoods.								
Joint Programme Outcome: To enhance human security for the selected communities and former combatants in the Solomon Islands through reducing "tensions" and promoting peaceful and sustainable measures for their survival and dignity. (including corresponding indicators and baselines)								
JP Outputs  (Give corresponding indicators and baselines)	Participating UN organization-specific Outputs	Participating UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
						Y1	Y2	Total
Component I: "Freedom from Fear" Approach - Good Governance, "Tensions" Reduction and Human Security.	Output I-1.1 Up to 90% of selected stakeholders (local governmental officials, community leaders, representatives of CBOs and Women's Groups) participate in the process of establishing local registration systems to improve local participation	UNDP	To promote reintegration and make it fully functional to meet the needs of the community members and ex-combatants, for human security and peaceful co-existence.	UNDP/MNUPR	I-1.1.1.1 Organize a total of 12 provincial workshops to achieve a local consensus on implementation and exit strategies	2,400	2,400	4,800
						49,496	32,200	81,696

<p>Output I-1.2. All three target provinces of Guandalcanal, Malarita and Honiara possess 'green' community peace centres as foundation for "tension" reduction</p>					<p>15,600</p>
<p>Output I-2.1. Local re-integration counseling mechanism with focus on negotiation, conflict resolution, and mediation, developed and become fully functional</p>					<p>658,592</p>

<p><b>Component II: Freedom from Want" Approach- Economic Security, Water and Sanitation, Human Rights and Women's Empowerment</b></p>	<p>I.2.2. At least 70% of target beneficiaries successfully obtained knowledge on human security and peaceful co-existence and translate into actions through locally-organized events</p>	<p>UNDP/ILO</p>	<p>To empower economic security and promote sustainable livelihoods for the target communities and returned ex-combatants through income generation measures</p>	<p>UNDP/MNUPR</p>	<p>I-2.2.1. Conduct public awareness and social communication campaign on human security and peaceful co-existence.</p>	<p>28,100</p>	<p>28,100</p>	<p>56,200</p>
	<p>II-1.1 The economic needs of target ex-combatants and their families are fully identified through field-based survey, using ILO Participatory Appraisal of Competitive Advantage and Community Employment Assessment (CEA) methodologies, indicating training needs, employment opportunities and value chains to be targeted for development.</p>	<p>UNDP/ILO</p>	<p>II-1.1.1 Undertake an assessment of local economic development opportunities and skills needs using PACA methodology with additional focus on potential value chain upgrading (also to support Objective II-3) and related skills needs assessment through CEA.</p>	<p>UNDP/MNUPR</p>	<p>II-1.1.1.1 Provide pre-vocational skills training (life skills training) and vocational training to ex-combatants and their families.</p>	<p>88,000</p>	<p>46,000</p>	<p>134,000</p>
<p>II-1.2 Up to 65% of trained beneficiaries obtain enough skills and knowledge to engage in small but sustainable self-start businesses</p>	<p>UNDP/ILO</p>	<p>II-1.2.1. Provide pre-vocational skills training (life skills training) and vocational training to ex-combatants and their families.</p>	<p>28,000</p>	<p>28,000</p>	<p>56,000</p>	<p>28,000</p>	<p>56,000</p>	



	<p>within the context of improved social relations with partners and the communities</p>				<p>17,000</p> <p>5,500</p> <p>22,500</p>
				<p>II-1.2.2. Review and adapt current ILO (gender-sensitive) enterprise development, micro-finance, and crisis response training materials to local context</p>	<p>15,000</p> <p>30,000</p>
				<p>II-1.2.3. Implement one TOT workshop and one refresher TOT workshop during the second year (with Master Trainer)</p>	<p>27,300</p> <p>10,200</p> <p>37,500</p>
				<p>II-1.2.4. Collaborate with local partners to implement Training of Entrepreneurs using the ILO's gender-sensitive materials</p>	<p>2,000</p> <p>16,500</p> <p>18,500</p>
				<p>II-1.2.5. Monitoring and evaluation of training implementation (in addition to regular self-assessments by training providers and by trainees)</p>	

	<p>II-1.3. At least 60% of training beneficiaries in rural areas have access to business development services to improve their sustainability and business success</p>	ILO/UNDP		ILO/UNDP/MN UPR	<p>II-1.3.1 Needs assessment concerning business development services and micro-finance services, and identification of existing service providers and their services, cost, and service uptake</p>	7,500	0	7,500
					<p>II-1.3.2 Formation of business groups among training beneficiaries, using ILO methodology and training materials, through delivery of 15 workshops on business group formation in collaboration with local partners</p>	0	15,000	15,000

	<p>II-1.4. Awareness raising among beneficiaries on human rights, labour rights and gender equality</p>	<p>ILO/UNDP</p>							
						<p>II-1.3.3 Facilitation and support for the project beneficiaries' participation in the government and private sector organized monthly market trade fairs and related promotional events where public platform is utilized to spread the message of peaceful coexistence and respect for the rule of the law (annual trade fairs in 3 provinces/city)</p>			
						<p>II-1.4.1. Implementation of training and awareness raising activities related to promotion of most urgent and relevant International Labour Standards, Gender Equality and Human Rights principles</p>			

<p>II-2.1 Water-sanitation needs in the selected communities identified in consultation with relevant stakeholders</p>	<p>To enhance by up to 80% the functional capacity of target communities to deal with conflict-affected water and sanitation management problems by 2012</p>	<p>UNICEF</p>	<p>II-2.1.1 Identification of conflict affected communities where water and sanitation needs not met</p>	<p>5,000</p>	<p>0</p>	<p>5,000</p>
<p>II-2.2 10 selected communities establish and self-manage fully functioning water and sanitation committees</p>			<p>II-2.2.1 Conduct technical assessment for WASH (will be included in II-2.1.1 a above)</p>	<p>0</p>	<p>0</p>	<p>0</p>
			<p>II-2.2.2 Develop action plans on water and sanitation for each of the 10 selected communities</p>	<p>9,500</p>	<p>0</p>	<p>9,500</p>
			<p>II-2.2.3 Conduct workshop on IEC (Information, Education and Communication)</p>	<p>6,000</p>	<p>4,000</p>	<p>10,000</p>
	<p>II-2.2.4 Establish WASH Committees for 10 selected communities and provide capacity-building workshops</p>	<p>10,500</p>	<p>0</p>	<p>10,500</p>		

<p>II-2.3. Local water and sanitation technicians in 10 selected communities fully trained in basic skills for installation of WASH facilities, community hygiene and sanitation promoters</p>					310,000
<p>II-2.4 Water supply facilities in 10 affected communities installed and become fully functional</p>					60,000
<p>II-2.5. Guidelines and manuals on operation and maintenance of community water supply developed</p>					250,000
<p>II-2.3.1 Develop tailor made ICT platforms and content to support community learning and nurture demand for sanitation and hygiene in 10 communities</p>					60,000
<p>II 2.3.2 Train 2 water technicians and 2 hygiene and sanitation workers per target community</p>					20,000
<p>II-2.3.3. Train WASH promoters in all selected communities</p>					10,000
<p>II-2.4.1 Conduct assessment on technological options in all selected communities</p>					9,000
<p>II-2.4.2 Installation of appropriate water facilities</p>					141,000
<p>II-2.5.1. Development of guidelines and manuals.</p>					15,000

<p>II-2.6. Local monitoring mechanism installed at central and provincial levels</p>	<p>II-3.1. 300 urban ex-combatants and their communities have improved income-generating capacity through access to (pre-)vocational skills training, business skills training and support, and job placement services.</p>	<p>To empower urban ex-combatants and their communities to establish sustainable and decent livelihoods</p>	<p>ILO</p>	<p>II-2.6.1. Establish monitoring mechanism</p>	<p>0</p>	<p>15,000</p>	<p>15,000</p>
				<p>II-3.1.1 Provide pre-vocational skills training (life skills training) to urban ex-combatants</p>	<p>29,000</p>	<p>27,000</p>	<p>56,000</p>
				<p>II-3.1.2 Provide training on basic business skills and business group formation for urban ex combatants</p>	<p>25,000</p>	<p>24,000</p>	<p>49,000</p>
			<p>ILO</p>	<p>II-3.1.3. Organize regular meetings between SICCI, business associations, and vocational training providers to ensure market-driven vocational training and subsequent placement of trainees in decent jobs</p>	<p>38,000</p>	<p>35,000</p>	<p>73,000</p>
				<p>II-3.1.4 Improve target group's access to sustainable diversified and affordable financial services (similar to rural areas component</p>	<p>12,000</p>	<p>15,700</p>	<p>27,700</p>

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UNDP	Programme Cost	517,796.00	420,092.00	937,888.00
	Indirect Support Cost			
UNICEF	Programme Cost	36,245.72	29,406.44	65,652.16
	Indirect Support Cost			
ILO	Programme Cost	290,000.00	265,000.00	555,000.00
	Indirect Support Cost			
	Programme Cost	20,300.00	18,550.00	38,850.00
	Indirect Support Cost			
	Programme cost	293,800.00	275,400.00	569,200.00
	Indirect support cost	20,566.00	19,278.00	39,844.00
		1,101,596.00	960,492.00	2,062,088.00
		77,111.72	67,234.44	144,346.16
	<b>TOTAL</b>	<b>1,178,707.72</b>	<b>1,027,726.44</b>	<b>2,206,434.16</b>

## 5. Management and coordination arrangements

### **Implementation, management and partnership strategy of Joint Programme**

Underpinning the achievement by applying the two principle approaches of human security concept -**a) freedom from fear and (b) freedom from want**- will be the deliverables that participating UN agencies propose to implement based on their respective comparative advantages. Thus, **ILO** will contribute its best practices in financial literacy, entrepreneurship training, employment generation, and in crosscutting areas (gender mainstreaming and environmental sustainability). In addition, **UNDP** will contribute to the improvement of local governance, such as establishing community enumeration/registration/monitoring mechanism, and build conflict prevention capacities. On the other hand, **UNICEF** will contribute to the community's needs for water and sanitation improvement. Overall project implementation will be primary responsibility of UNDP in partnership with Solomon Islands Government (Ministry of National Unity, Reconciliation and Peace, MNURP). MNURP has the government-wide mandate to coordinate all 'tensions' related reconciliation and peacebuilding activities in Solomon Islands. UNDP, by virtue of support to such critical projects as the Solomon Islands Truth and Reconciliation Commission (TRC) has strong existing working relationship with MNURP. As such, UNDP will draw on its programme team at the Honiara Sub-Office to support the JP implementation; utilizing exiting management resources will also minimize the costly need for significant additional recruitment. This joint programming will enable greater responsiveness to top priorities of the target communities through joint analysis, prioritization and budgeting, reduce duplication and enhance sustainability.

### **Overall Oversight**

The joint programme coordination mechanism at a strategic level will be the Joint Project Steering Committee (JPSC). The JPSC will include all the signatories to this Joint Programme document (or respective delegated officials) plus the Government of Solomon Islands. The JPSC will be co-chaired by the Government (Permanent Secretary-MNURP) and the UNDP Deputy Resident Representative-UN Joint Presence Manager in Honiara, under delegation from the UN Resident Representative and Resident Coordinator in Suva, and will ordinarily meet once every six months. The JPSC will also include the Permanent Secretary of the Ministry for Health and Medical Services, the UNICEF Chief of Office and the Project Coordinator who will play the role of the secretariat. The JPSC be guided by the following Terms of Reference:

- Provide guidance on the broad focus and priorities for the Joint Programme ensuring alignment with the respective agency's corporate and national priorities.
- Review and approve Programme-level budgets and annual work plans, and approve substantive Programme and budget revisions.
- Advise on resource mobilisation and expenditure strategy for the Joint Programme and set policy for allocation of funds, taking into account needs, priorities, and absorptive capacities; also advise on any unprogrammed/unspent funds.
- Exchange relevant information, share examples of best practices, consider any matters related to the enhancement and implementation of the Joint Programme and its various components.
- Identify any significant challenges, risks and opportunities that may arise, and advice on appropriate action.
- Review Programme performance against intended results, i.e. outcome, sub-outcome, outputs.
- Advise on an appropriate exit strategy.
- Any other matter as deemed necessary.

### **Joint Project Management Team**

Regular programme and operational management of the Joint Programme will be undertaken by the Joint Project Management Team. This team will make recommendations to the JP Steering Committee and ensure implementation, oversight and monitoring of Joint Programme activities. The Joint Project Management Team will meet at least monthly and be comprised of: 1) deputy or



deputized level members of each UN agency who have delegated authority from their respective HoAs to advance the tasks of working towards a harmonized country programme; 2) senior technical representatives of each participating UN agency; 3) member of Solomon Islands Government (possibly at deputy secretary level); 4) members of national executing organisations; and 5) any other member as deemed appropriate and subject to invitation. UNDP will coordinate Joint Project Management Team meetings and provide administrative support. Members of the JP Management Team will ensure that the Joint Programme maintains necessary linkages with relevant stakeholders, NGOs, various community- and region-based groups partnered with for project implementation, and other relevant organisations. The Heads of Agencies will ensure that individual performance assessments take into account time and technical contribution to the Joint Programme Management Team. All three participating UN agencies shall work very closely with each other, as well as its key stakeholders in the country, in order to successfully implement this project. This can be done by using existing systems and structures to support programme delivery (community development and or village development councils, the Ministry of Health Communities Programme). Distinct but related actions of participating agencies will all respond to the same project objectives, target the same project beneficiaries, and provide multiple courses of action to achieve those objectives, through coordinated implementation under the guidance of project management and steering committees.

## **6. Fund management arrangements**

### **UNDP fund management arrangement:**

The project partners have agreed that the management of the UNTFHS funds will follow the procedures of parallel fund management for joint projects. While the funding arrangements will follow each agency's regulations and rules for individual programming and project processes, each UN partner will be responsible for auditing its own contribution to the project as part of its existing regulations and rules. The implementing organizations also recognize that the proposed project will not solve all of the problems surrounding former combatants and host communities. Therefore, it has been agreed during the development of this concept note that cost-sharing with other cognate projects will strongly be encouraged, even after the commencement of project implementation. To this end, the UNDP has already agreed to commit TRAC funding of US\$ 500,000 for the project over its lifespan. The USD\$500,000 is dedicated to the Project Management Unit to ensure effective coordination amongst the partners of the Project. The Project Management Unit will be based within the Ministry of Unity, Reconciliation and Peace.

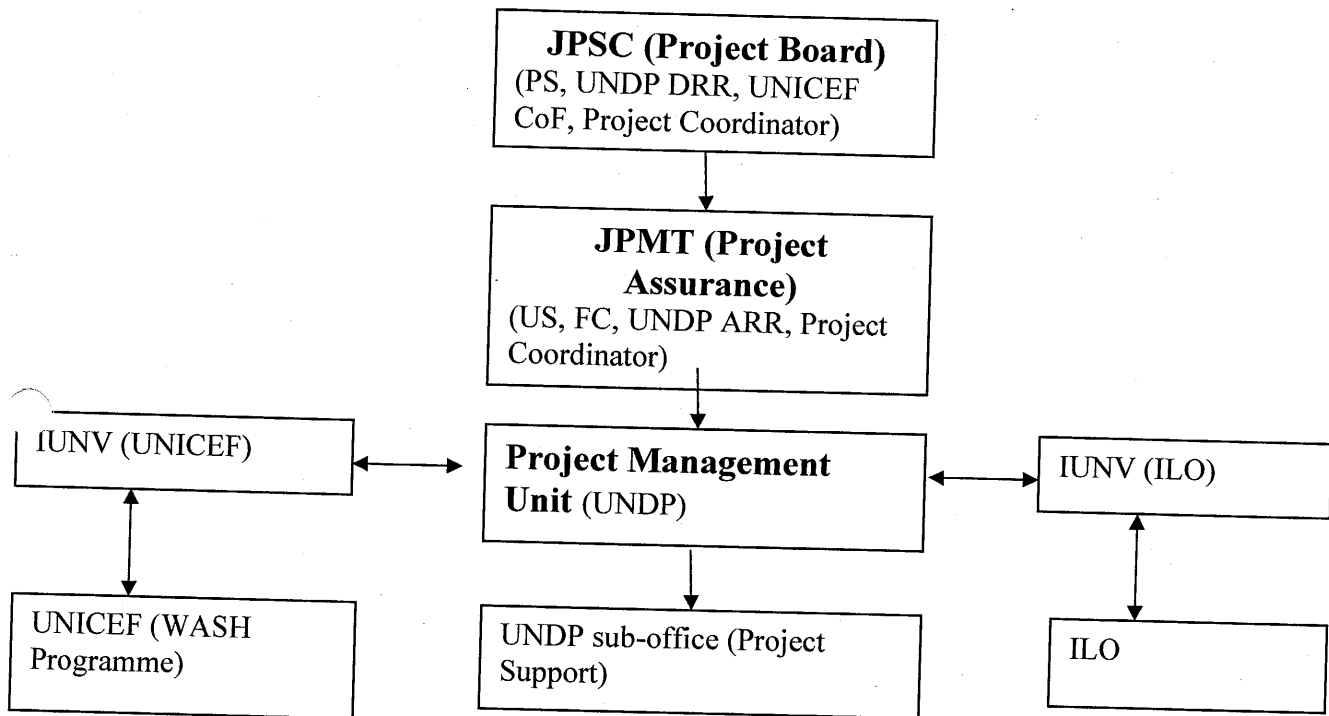
### **UNICEF fund management arrangements:**

The day to day project (UNICEF component of the project) management will be carried out by the Honiara Field Office with technical support from Suva based programme specialists. Funds will be disbursed to partners (RWSS, NGOs, institutions) through UNICEF standard funds transfer mechanism to implement planned activities. UNICEF will contract short and long term technical assistance (consultants and institutions) as required particularly to support training activities in communities and application of ICT to support communication for development processes (C4D). The Chief of Field Office will provide general oversight of the project.

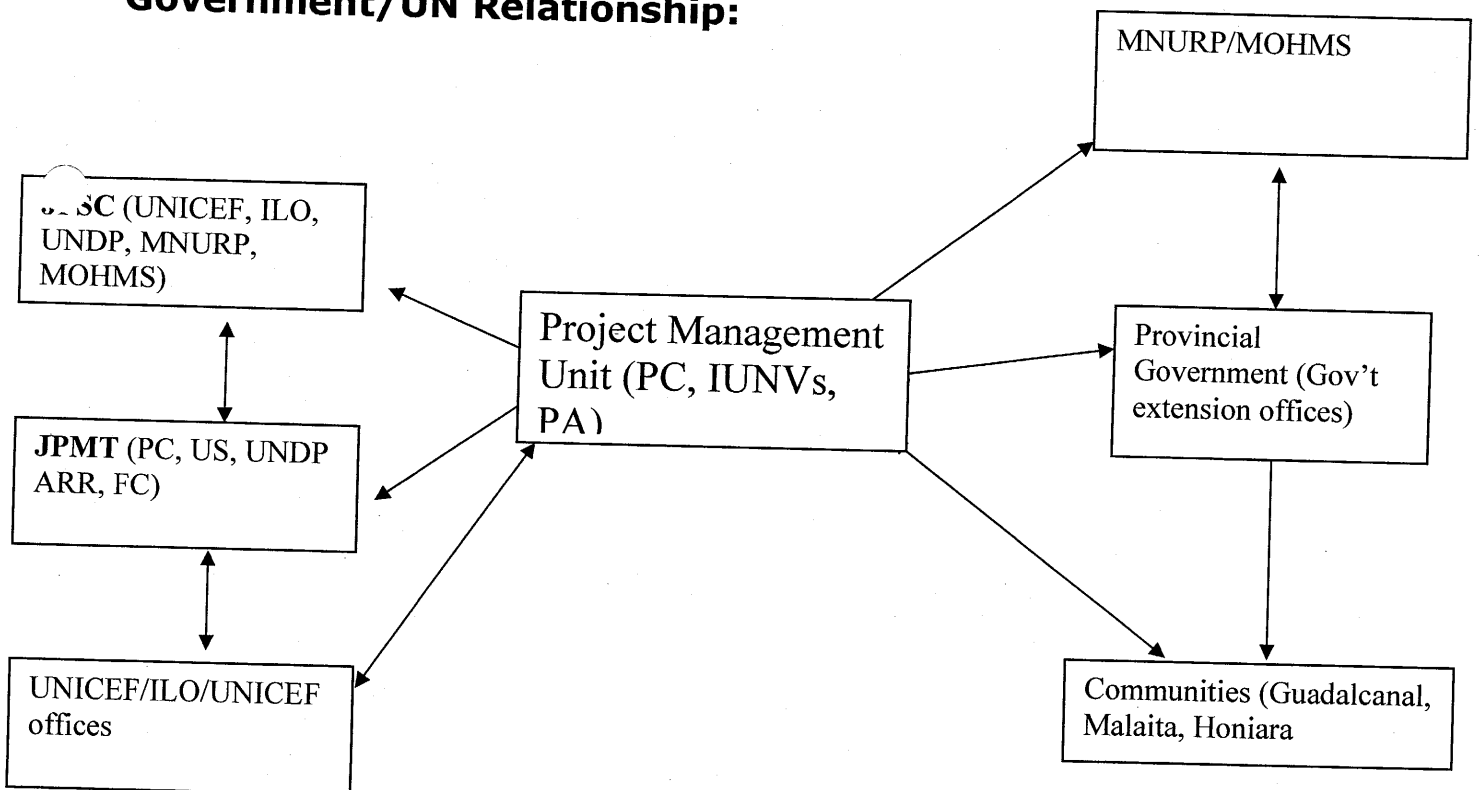
### **ILO fund management arrangements:**

The day to day management of the activities under the ILO component of the project will be managed by the IUNV with support from the CO Suva and Ministry of National Reconciliation, Unity and Peace. The funding for the ILO component will be managed in accordance with existing ILO financial procedures and rules by the International UNV, through the MNRUP and CO Suva support. The IUNV will provide oversight on the implementation of agreed activities and regularly report to the programme team and Director, ILO CO Suva. The initial funds will be advanced by CO Suva and the next tranche will follow upon the receipt of a satisfactory acquittal report. The IUNV will have the core responsibility to coordinate with the project partners and other stakeholders.

**Organisation and Coordination Structure :**



**Government/UN Relationship:**



## 7. Monitoring, evaluation and reporting

The Joint Programme will be monitored under the **Joint Project Management Committee** which shall ensure ongoing coordination of project implementation. This committee which involves the Chiefs of Programme in the Solomon Islands of the partner UN agencies as well as representation from the Ministry shall meet monthly. In addition, the **Joint Project Steering Committee** participated by heads of participating agencies and the permanent secretary of ministry (MNURP), shall meet every six months to review progress and take any necessary policy decisions for smooth implementation and strategic direction. Wherever necessary and appropriate, collaborating NGOs and CBOs shall also participate in joint monitoring and consultation.

Throughout its duration, the project shall be evaluated in accordance with the UNDAF Monitoring and Evaluation plan as well as in close consultation with the Government of Solomon Islands. With regard to the reporting, the project shall produce **quarterly reports** by the project coordinator, as well as **annual progress reports** within one month of the end of the first year of the project as required by the UNTFHS Guidelines. Also, our consolidated final report will also be submitted within six months after the project is completed. **Formal evaluation** will ultimately be undertaken for the overall project and the project coordinator shall provide **terminal project review report** within one month of the end of project period.

## 8. Legal context or basis of relationship

The contribution governed by this Agreement shall be utilized exclusively for, and in accordance with, the project document and its annexes; any revision thereto is subject to the same approval process as applied to the original project. This contribution will be administered in accordance with the regulations and rules applicable to UNDP. See financial agreement.

## **Annexes**

### **ANNEX 1**

#### **PROJECT COORDINATOR**

**Location:** Honiara, Solomon Islands

**Application Deadline:** 15-Aug-11

**Type of Contract:** FTA

**Post Level:** P-4

**Languages Required:** English

**Duration of Initial Contract:** One year

### **Background**

Ensuring human security is particularly important in the Solomon Islands. This is due in part to the lingering causes of ethnic conflict or "tensions" that gripped the small island nation during the period 1998-2003. Social disintegration, chronic poverty, and lack of basic social facilities have since characterized the conflict-affected peoples. This socio-economic and political situation has continued to undermine poverty reduction effort of governments and development actors, threatening the attainment of the MDGs. Failure to adequately address the plight of former combatants poses a real danger to socio economic and political stability of the country. The United Nations Human Security Trust Fund has provided resources to support a joint UN agency initiative in Solomon Islands. This joint UN project shall specifically focus on (i) empowering both ex-combatants and affected communities by improving local governance and community participation, and (ii) facilitating post-conflict recovery of affected communities by promoting human security and co-existence, with a view to preventing a recurrence of violent "tensions" in future.

Under the direct supervision of the Deputy Resident Representative and guidance from the Assistant Resident Representative (Programmes), the Project Coordinator will be based in the Ministry of National Unity, Peace and Reconciliation (MNUPR), Honiara Solomon Islands. In collaboration with other Recovery and Reintegration experts within the team, s/he will be responsible for coordinating project activities and providing technical support to the MNUPR. In addition, the Coordinator will, as required, represent UNDP in the broader regional community of practice on Recovery and Reintegration, including within the UN system and government partners.

### **Duties and Responsibilities**

The successful candidate will:

- Serve as a Coordinator of the Joint UN Human Security Trust Fund;
- Be part of the Joint Project Management Team that will make recommendations to the JP Steering Committee and ensure implementation, oversight and monitoring of Joint Programme activities
- Support the development of the registration system for ex- combatants;
- Support the development of the overall framework, implementation strategy, and operational arrangements including annual work plans, and ensuring the framework is in keeping with national development priorities and goals;
- Supervise office and field teams to ensure effective, efficient and timely implementation of the project;
- Assist in the development of criteria for the identification of partners (local and international) for the implementation of recovery and reintegration activities;
- Liaise with other local and international actors to ensure synergy with other similar initiatives;

- Oversee the development of appropriate mechanisms and systems for the registration and tracking of beneficiaries for recovery and reintegration, as well as mapping of socio-economic opportunities in other development projects;
- Coordinate and facilitate the participation of local actors in the planning, implementation, monitoring and evaluation of recovery and reintegration assistance, using existing capacities at the local level and in close collaboration with other economic recovery and local development initiatives;
- Work in close collaboration with relevant organizations and partners to develop recovery initiatives specifically targeting extremely vulnerable groups, e.g. women and children;
- Facilitate the mobilization, and empowerment of networks of local partners around the goals of socioeconomic reintegration and economic recovery, involving local NGOs, CSOs, CBOs, private sector enterprises, and local authorities;
- Supervise the conduct of studies to determine recovery and reintegration benefits and implementation modalities;
- Train, coach, mentor and motivate project personnel to ensure effective and efficient implementation of projects;
- Promote partnerships and inter-agency coordination among all participating agencies;
- Contribute to the establishment of appropriate partnerships, through drafting of ToRs, agreements and monitoring implementation of partnership arrangements; and
- Organize and conduct regular joint project board meetings to identify and address key implementation challenges in a timely and systematic manner.

## **Competencies**

### **Functional Competencies:**

#### **BUILDING STRATEGIC PARTNERSHIPS**

##### Identifying and building partnerships

- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

#### **RESOURCE MOBILIZATION**

##### Building and maintaining donor relations; implementing resource mobilization strategy

- Uses knowledge of donors and successful programmes and projects to contribute to fund raising and resource mobilization strategies

#### **PROMOTING ORGANIZATIONAL LEARNING AND KNOWLEDGE SHARING**

##### Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

#### **JOB KNOWLEDGE/ TECHNICAL EXPERTISE:**

##### In-depth knowledge of the Subject-matter

- Understands more advanced aspects of crisis prevention and recovery as well as the fundamental concepts of related disciplines
- Keeps abreast of new developments in area of crisis prevention and recovery and seeks to develop him/herself professionally
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

### **CLIENT ORIENTATION**

#### Contributing to positive outcomes for the client

- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Keeps the client informed of problems or delays in the provision of services

### **Core Competencies:**

- Ethics & Values: Demonstrating / Safeguarding Ethics and Integrity  
Demonstrates and promotes the highest standard of integrity, impartiality, fairness and incorruptibility in all matters affecting his/her work and status
- Organizational Awareness: Demonstrate corporate knowledge and sound judgment  
Understands the structure and hierarchy of UN/UNDP, process flows throughout the organization, products and services, their measures of effectiveness, and perceptions of clients
- Developing & Empowering People/Coaching and Mentoring: Self-development, initiative-taking  
Takes appropriate risk in developing new or adapting existing methods and approaches to more effectively perform tasks or to solve problems in new and unique ways
- Working in Teams: Acting as a team player and facilitating team work  
Works collaboratively with colleagues inside UN/UNDP as well as its partners and other stakeholders to pursue common goals
- Communicating Information and Ideas: Facilitating and encouraging open communication in the team, communicating effectively  
Delivers verbal/written information in a timely, clear, organized and easily understood manner
- Self Management & Emotional Intelligence: Creating synergies through self-control  
Tolerates conditions of stress, uncertainty or ambiguity and continues to maintain a positive outlook and to work productively
- Conflict Management/Negotiating & Resolving Disagreements: Managing conflict  
Remains calm, composed and patient, regardless of his/her own state of mind in the face of conflict
- Knowledge Sharing & Continuous Learning: Learning and sharing knowledge and encourage the learning of others  
Demonstrates commitment to ongoing professional development and keeps abreast of new developments in his/her professional field
- Appropriate and Transparent Decision-making: Informed and transparent decision making  
Accepts responsibility and accountability for the quality of the outcome of his/her decisions

### **Required Skills and Experience**

#### **Education:**

- A minimum of a Master's degree or equivalent in international relations, development studies, social science or other development-related fields.

#### **Experience:**

- At least 10 years of progressively responsible professional development experience in programme /project management;
- Field experience in post-conflict and post-disaster settings preferred;
- Relevant experience in developing support strategies for IDPs, disaffected populations, children and women in post-conflict situations;
- Experience with local economic development, micro-credit and participatory approaches to reintegration activities essential;
- Understanding of UN/UNDP programming modalities is an asset;
- Experience in inter-agency collaboration and strategic partnership is a MUST

**Language Requirements:**

Fluency in English is required; working knowledge of Pidjin is an asset.

**ANNEX 2**

**PROGRAMME SPECIALIST (RECOVERY AND REINTEGRATION)**

**Location:** Honiara, Solomon Islands

**Type of Contract:** IUNV

**Languages Required:** English

**Duration of Initial Contract:** One year with possibility of renewal

**Background**

Ensuring human security is particularly important in the Solomon Islands. This is due in part to the lingering causes of ethnic conflict or "tensions" that gripped the small island nation during the period 1998-2003. Social disintegration, chronic poverty, and lack of basic social facilities have since characterized the conflict-affected peoples. This socio-economic and political situation has continued to undermine poverty reduction effort of governments and development actors, threatening the attainment of the MDGs. Failure to adequately address the plight of former combatants poses a real danger to socio economic and political stability of the country. The United Nations Human Security Trust Fund has provided resources to support a joint UN agency initiative in Solomon Islands. This joint UN project shall specifically focus on (i) empowering both ex-combatants and affected communities by improving local governance and community participation, and (ii) facilitating post-conflict recovery of affected communities by promoting human security and co-existence, with a view to preventing a recurrence of violent "tensions" in future.

Under the direct supervision of the Project Coordinator with guidance from the Assistant Resident Representative (Programmes), the CPR portfolio and Deputy Resident Representative from time to time, the Programme Specialist (Recovery and Reintegration) will be based in the Ministry of National Unity, Peace and Reconciliation (MNUPR), Honiara Solomon Islands. In collaboration with other recovery and reintegration experts within the team, s/he will be responsible for coordinating project activities in the project areas. In addition, the Programme Specialist will, as required, represent UNDP in the broader national community of practice on recovery and reintegration, including within the UN system and government partners.

**Duties and Responsibilities**

In close collaboration with the project coordinator, the successful candidate will:

- Serve as a Programme Specialist (Recovery and Reintegration) of Joint UN Human Security Trust Fund;
- Support the development of the registration system for ex- combatants;
- Support the development of the overall framework, implementation strategy, and operational arrangements including annual work plans, and ensuring the framework is in keeping with national development priorities and goals;
- Supervise field teams to ensure effective, efficient and timely implementation of the project;
- Assist in the development of criteria for the identification of partners (local and international) for the implementation of recovery and reintegration activities;
- Liaise with other local and international actors to ensure synergy with other similar initiatives;
- Oversee the development of appropriate mechanisms and systems for the registration and tracking of beneficiaries for recovery and reintegration, as well as mapping of socio-economic opportunities in other development projects;
- Coordinate and facilitate the participation of local actors in the planning, implementation, monitoring and evaluation of recovery and reintegration assistance, using existing capacities at the local level and in close collaboration with other economic recovery and local development initiatives;
- Work in close collaboration with relevant organizations and partners to develop recovery initiatives specifically targeting extremely vulnerable groups, e.g. women and children;
- Facilitate the mobilization, and empowerment of networks of local partners around the goals of socioeconomic reintegration and economic recovery, involving local NGOs, CSOs, CBOs, private sector enterprises, and local authorities;
- Supervise the conduct of studies to determine recovery and reintegration benefits and implementation modalities;
- Train, coach, mentor and motivate project personnel to ensure effective and efficient implementation of projects;
- Promote partnerships and inter-agency coordination among all participating agencies;
- Contribute to the establishment of appropriate partnerships, through drafting of ToRs, agreements and monitoring implementation of partnership arrangements; and
- Organize and conduct regular joint project board meetings to identify and address key implementation challenges in a timely and systematic manner.

### **Functional Competencies:**

#### **Professionalism:**

Proven expertise in post-conflict recovery and reintegration; in-depth understanding of and an ability to evaluate political situations; experience in bilateral and multilateral negotiations; in-depth understanding of contemporary concepts and issues in conflict, peace building socio economic recovery and reintegration is desired.

#### **Managing Performance:**

Track record in providing effective supervisory support; ability to mentor staff and provide guidance and support

#### **Planning and Organizing:**

Proven ability to establish priorities and to plan, organize, coordinate and monitor own work plan and provide advice and guidance to others; in-depth understanding of CPR's strategic direction; resourcefulness, sound judgment and decision-making skills.

#### **Judgment/Decision-making:**

Demonstrated sound judgment in resolving issues/problems and ability to proactively seek and recommend sound policy and strategy options.

#### **Creativity:**

Ability to actively seek to improve programmes/services, offer new and different options to solve problems/meet client needs.



**Communications:**

Excellent and effective communication (verbal and written) skills, including ability to prepare reports and conduct presentations by clearly formulating positions on issues, articulating options concisely conveying maximum necessary information, making and defending recommendations; diplomacy and tact; ability to convey difficult issues and positions to senior officials;

**Teamwork:**

Excellent interpersonal skills; ability to establish and maintain effective working relations with people in a multi-cultural, multi-ethnic environment with sensitivity and respect for Diversity and detailed knowledge of development processes and post-conflict related issues particularly on the recovery and reintegration process.

**Required Skills and Experience**

**Education:**

A minimum of a Master's Degree or equivalent in international relations, development studies, economics, business management and administration, social science or other development-related fields.

**Experience:**

- At least 7 years of progressively responsible professional development experience in programme /project management;
- Field experience in post-conflict and post disaster settings preferred;
- Relevant experience in developing support strategies for IDPs, disaffected populations, children and women in post-conflict situations;
- Experience with local economic development, micro-credit and participatory approaches to reintegration activities essential;
- Understanding of UN/UNDP programming modalities is an asset.

**Language Requirements:**

Fluency in English is required; working knowledge

**Annex 3:**

**Coordinator Programme Income Generation and Community Mobilization**

**Duration:** 12 Months with possible extension

**Type of Contract:** IUNV

**Country:** Honiara, Solomon Islands

**Language:** English

**Description of tasks:**

Under the overall responsibility of the UNDP Deputy Resident Representative in the Solomon Islands and the direct supervision of the UNDP Assistant Resident Representative Programme, in close coordination with the ILO Office for South Pacific Island Countries in Suva, the MNRUP in Honiara, and in consultation with the ILO Specialists Decent Work Team in Bangkok, the UN Volunteer performs a variety of activities such as delivering of trainings, information collection, the provision of technical and administrative input and coordination related to the implementation of the ILO component of the Project in order to ensure proper implementation and information flow. The incumbent will be placed in the UNDP CO Honiara, Solomon Islands.

More specifically, *UNV's* responsibilities are:

- Assists in the finalization, implementation and updating of the work plan for the ILO component of the project and harmonization of the project;
- Organize and provide training on prevocational skills; basic business skills and business group forms; and on financial education for the target groups.
- Administers the ILO component of the Project in coordination with UNDP and the ILO Suva office; facilitates and coordinates the implementing of the project, monitors the status of deliverables, initiates and maintains sound periodic correspondence with the ILO in Suva, administer the administrative, operational, control and reporting tasks of the ILO stakeholders in the field.
- Ensures proper documentation on progress of ILO related activities of the Project, supports its wide-scale dissemination of tools of learning and supports the development of electronic communication linkages between all parties involved;
- Develops and submit to Honiara and Suva quarterly evaluations and work plans for ILO activities component;
- Identify training needs, develops and organizes trainings for target beneficiaries including institutions, project staff, government agencies, and local authorities. Acts as a trainer when needed;
- Assists the ILO and country-level UNDP management in seeking the support for Project activities from the UN community, the national and local governments, non-governmental and community-based organizations and the private sector;
- Identifies and disseminates existing good practices addressing the economic empowerment in post conflict areas;
- Liaises with national and international civil society organizations/ volunteer-based organizations of all kinds in the region in order to build and/or strengthen the outcomes of the ILO component;
- Supports the country/regional media coverage of events and stories related to the ILO component of the Project; prepares PR materials and post information on the ILO component, follows up on the actions to be taken;
- Performs any other duty as may be requested by his/ her supervisors.

Furthermore, UN Volunteers are encouraged to:

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in on-going activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers;
- Promote and advise local groups in the use of online volunteering, and encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

## **12. Results/Expected Output:**

- A final report containing major achievements, progress made and challenges faced during the assignment and recommendations for further assistance in the field of sustainable enterprise development and green jobs.
- A final documentation and presentation of achievements towards volunteerism for development within the Solomon Islands.
- A final statement of achievements towards volunteerism for development during the assignment.

### **13. Qualifications/Requirements:**

**Education:** A university postgraduate degree in economics, business management, development economics, sociology, anthropology, or other relevant social science or its equivalent in training and experience. Experience in and displayed conflict prevention and recovery will be a distinctive advantage. Experience within the UN system will be a distinctive surplus working experience in the Pacific preferred..

**Experience:** Three years' experience at the national level and/or two years at the international level.

**Skills:** Capacity to work in a team and cope with stress; analytical capacity; ability to draft technical reports and meet deadlines; and excellent computer skills.

**Languages:** Excellent command of English; working knowledge of Vietnamese would be an advantage.

**Competencies:** **Self-starter, being able to work with minimal supervision, deterrent group player nurturing team spirits.** The ability to participate effectively in technical missions and multi-disciplinary teams; capacity to provide independent technical advice regarding starting and maintaining small economic activities with a conflict prevention component; ability to prepare strategic monitoring KRA reports and high quality publications , provide credible implementation assistance to senior management and specialists in carrying out research, programme and project formulation and implementation.

**Annex 4: Project Management Unit Budget (UNDP Component)**

**AWP 2012: Detailed Annual Work Plan for Human Security Initiative for  
"Tensions" Reduction, Reconciliation and Rehabilitation (HSI-T3R) in the Solomon Islands - Year  
1**

**CP Outcome:** To enhance human security for the selected communities and ex-combatants in the Solomon Islands through reducing "tensions" and promoting peaceful and sustainable measures for their survival and dignity. **NDS Objective 1:** To Alleviate Poverty and Provide Greater Benefits and opportunities to improve the lives of Solomon Islanders in a peaceful and stable society.

UN organization-specific Annual targets	UN Organization	Activities	Time frame				Implementing partner	Planned		Budget
			Q1	Q2	Q3	Q4		Source of funds	Budget description	Amount (USD)
Output : Establish a Project Management Unit to ensure effective coordination to the project and full capacity support to key Ministries	UNDP	1:The Project Management Unit is fully established and operational:								
		1.1 International Project Coordinator	X	X	X	X	MNURP	UNDP	Coordinator's Salary: 61300	180,000
		1.2 Project Assistants x 2	X	X	X	X	MNURP	UNDP	National Officers: 71400	20,000
		1.3: Office equipment are established	X	X	X	X	MNURP	UNDP	ICT Equipments: 72800	30,000
		1.4: Monitor and Evaluate project sites	X	X	X	X	MNURP	UNDP	Travel: 71600	20,000
										250,000

\*USD\$500,000 is UNDP contribution to the HSTF project specifically dedicated to the Project Management Unit to ensure effective coordination amongst all partners.

\*USD\$250,000 is for Year 1 (2012) and another USD\$250,000 is for Year 2 (2013). The budget will remain the same for 2013.