

FINAL PROJECT REPORT

REPORTING PERIOD: 1 OCTOBER 2009 – 30 SEPTEMBER 2011

Submitted by:

UNDP
Honiara Sub-office, Fiji Multi-Country Office

Country and Thematic Area

Solomon Islands
Crisis Prevention and Recovery

Programme No:

UNDP ATLAS Award ID: 00045564

Programme Title: International Support Facility to the Solomon Islands Truth and Reconciliation Commission

Participating Organization(s):

- AusAID
- European Union (EU)
- NZAID
- United Nations Development Programme (UNDP)

Implementing Partners:

- United Nations Development Programme (UNDP)
- Ministry of National Unity, Reconciliation and Peace (MNURP)

Project Budget: USD 3,521,046.00

EU: **USD 1,726,619 (EUR 1,2mil.)**
UNDP: **USD 1,300,000**
AusAID: **USD 457,026 (AUD 500,000)**
NZAID: **USD 37,402**

Programme Duration (in months):

Initially 18 months, extended to 24 months:

Start date: 1 October 2009

End date: 30 September 2011

(The initial duration period for the wider International Support Facility to the Solomon Islands Truth and Reconciliation Commission programme was to run from October 2009 to January 2010, when the official mandate of TRC entrusted by Solomon Islands Government (SIG) was to expire. However, due to start-up prolongation and in order to enable full mandate of TRC to be implemented, the SIG approved a one year extension to the mandate of the TRC in December 2010, and expiring in January 2012.)

I. Background

The Solomon Islands experienced social unrest and organized violent conflict between 1998 and July 2003 (commonly referred to as the "Tensions"). Despite a signed peace agreement (Townsville Peace Agreement, 2000), the arrival of the Regional Assistance Mission to the Solomon Islands (RAMSI) in 2003, and the relative restoration of law and order, outstanding grievances remain unresolved, especially those relating to gender based violence, and limit the ability for people to move towards a unified, secure and viable nation.

Despite major improvements in law and order since the arrival of the RAMSI, the political and social situation continues to remain fragile as the underlying causes of the Tensions were political, social and economic in nature. Peace and stability dialogues, the role of women in crisis prevention and recovery, improved linkages between traditional and modern systems of government are identified areas where increased partner attention could contribute to greater stability in Solomon Islands.

To ensure completion of reconciliation after the Tensions, successive national governments since 2006 have pursued both a Tensions-related reconciliation policy (addressing violent incidents from the 1998-2003 period only) and a national consultation process to determine the appropriateness and structure of a body to investigate the abuse that led to and occurred during the Tension years and to assist in a reconciliation process. The outcome of this consultation process recommended that the government establish an independent Solomon Islands Truth and Reconciliation Commission (TRC). The institutional and legal framework for the TRC was established by the TRC Act passed by the National Parliament of Solomon Islands in August 2008. The TRC was officially launched by Desmond Tutu on 29 April 2009, and officially began operations on 15 January 2010.

The TRC was a key policy instrument for the national government's development strategy. It has been conceived as an independent, nationally owned and inspired Commission. The government's development strategy affirms that 'reconciliation and the associated rehabilitation to support it are fundamental to sustained development, peace and harmony in the Solomon Islands'. The TRC's role within this policy is to provide a state endorsed independent forum for both the male and female victims and the perpetrators of human rights abuses and violations, to tell their story, and to get a clear picture of the past in order to facilitate meaningful healing and reconciliation. Furthermore, the TRC is an official way of the state acknowledging the truth and accepting the political and moral responsibilities that might flow from it. During preparatory consultations there was strong popular support for the Commission.

To ensure the vital independence of the Commission, the Solomon Islands Government, in discussion with development partners, determined that international financial and technical assistance can best be delivered to the TRC through a responsive mechanism which is separate from the Truth and Reconciliation Commission. This would ensure that the TRC is perceived as a nationally owned process rather than externally driven. Government and key stakeholders agreed that the appropriate strategy for supporting the TRC is for all international resources to be pooled and administered in a coordinated manner. This led to the formation of the International Support Facility (ISF) Project, which was managed by the United Nations Development Programme (UNDP), and supported, with contributions from the Australian Government, European Union, New Zealand Government, UNDP and the Solomon Islands Government.

II. Purpose

2.1 Goal, Purpose and Final Outcome. The International Support Facility (ISF) to the independent Solomon Islands Truth and Reconciliation Commission (SI-TRC or TRC) is implemented by UNDP with financial support from: European Commission, UNDP, AusAID, NZAID and Solomon Islands Government (SIG). The ISF project aims to support TRC's work for implementing national reconciliation policies and strategies, through the facilitation of coordinated international support to the TRC.

2.2 Project Goal. The overall ISF goal is poverty reduction and the achievement of the MDGs in the Solomon Islands. The purpose is to establish capacity for peace building and dialogue at a national scale. This capacity enhancement requires the combination of strong leadership from government and increased development partner attention. Donors agree that government and national legislated mechanisms must assume responsibility to facilitate healing and a reconciliation process that is appropriate and meaningful for Solomon Islands men and women. To this end, this project was part of a broader package of UNDP administered support to Solomon Islands Government (SIG) that enhanced the capacity for peace building and conflict prevention in Solomon Islands. In addition, UNDP supports the capacity development of the Ministry of National Unity, Reconciliation and Peace to review strategies and national policies through a practical human rights based approach and conflict sensitive analyses. This is part of the broader strategy to establish sustainable capacities for peace building and reconciliation in the Solomon Islands.

2.3 Components/Outputs. 1. Establishment and operation of a TRC International Support Facility (ISF); 2. Administrative, operational and logistical support to TRC-mandated activities

2.4 Partnerships and interagency collaboration. The role of the civil society has been very critical in the formation of the TRC. During the Tensions, a civil society church group called the Solomon Islands Christian Association established a Peace Committee (SICA PC) within their organization. SICA PC engaged in advocacy for peace agreements and sought ways to end the fighting and secure lasting peace. When the churches learned of the concept of the truth and reconciliation commission they later tasked the peace committee to examine the appropriateness of the TRC to Solomon Islands. Research included a civil society representative undertaking a study tour to South Africa to examine the TRC that was established there to address injustices from the apartheid era. In light of SICA PC's work on this issue, and in order to assess whether the people of Solomon Islands wanted a TRC, the Solomon Islands Government then established a Consultative Committee.

The project was part of the overall government Medium Term Develop Strategy (MTDS 2008-2010) and hence the partnership with the Ministry of National Unity, Reconciliation and Peace. The Ministry seconded 8 staff to work with and support the implementation of the TRC project.

TRC also works in collaboration with the EU supported International Center for Transitional Justice (ICTJ). The ICTJ is providing the much needed technical support for TRC implementation. This collaboration has ensured training of TRC staff, designing the TRC website as well as designing the media and information management system.

Recognising that the TRC lacked resources to connect with women's organizations and to provide adequate counselling to victims, a decision was taken that UNIFEM would provide technical assistance to help ensure that gender justice becomes an integral part of the TRC process which includes acknowledging and addressing sexual and gender-based violence that occurred during the Solomon Island tensions.

Through the ISF-TRC donor support group, the ISF has received financial support and strategic guidance from: UNDP Honiara Sub Office, UNDP's Bureau for Crisis Prevention and Recovery, European Union, Australian Aid, New Zealand Aid as well as the Government of Solomon Islands.

2.5 Alignment to SIG priorities. TRC responds to and is aligned with the SIG Medium Term Development Strategy 2008-2010 reflected in priority area 1: *Reconciliation and Rehabilitation*. This is in line with SIG's objective of pursuing meaningful reconciliation between people at all levels of the SI society which should lead to national healing.

2.6 Alignment to the achievement of donor priorities.

- UN. This project aims to contribute to the realization of UNDAF Outcome 2, *National and regional governance systems exercise the principles of inclusive good governance, respecting*

and upholding human rights; and resilient Pacific Island communities participate in decision making at all levels. It also aims to facilitate the government objective of fostering greater sense of national unity and identity.

- EU. The project is aligned to EU's strategy for a strengthened partnership. It will specifically contribute to component (1) of this strategy: *A strengthened relationship between the EU and the Pacific region to allow for a broad political dialogue that makes a positive contribution to developing countries to attain the MDGs.*

III. Resources

Financial Resources

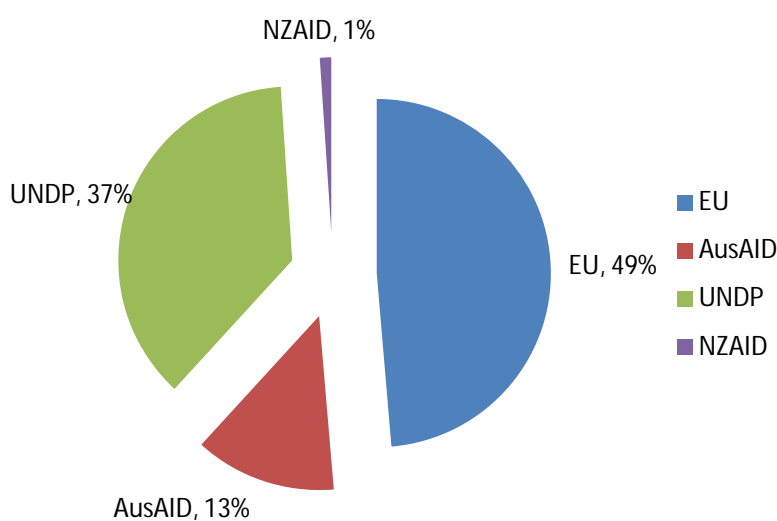
3.1 *Funding Arrangement.* The project uses a combination of regular resources from UNDP's Target for Resource Assignment from the Core (TRAC), specifically TRAC2 and the contribution of UNDP's Bureau for Crisis Prevention and Recovery (TRAC3), and resources committed by donor governments of the European Commission, Australia (AusAID) and New Zealand (NZAID) as per cost-sharing agreements (contribution agreements), and in-kind contribution provided by the Government of Solomon Islands. Furthermore, while bi-lateral donors are contributing funds to the UNDP managed UNDP-ISF project budget, the SIG is also financing a large portion of recurrent expenditures of TRC (national commissioners, seconded staff, hire of premises and other operational costs). The Government's financial contribution to the TRC is managed separately by MNURP and the Ministry of Finance. UNDP is the implementing institution for the ISF to TRC having separately signed contribution agreements with each donor entity for the purpose of receiving and administering the financial contributions.

3.2 *Project Budget:* The total external donor commitment for the project stands at **USD 3,521,046.00**. This is summarized below:

Table 1. Total commitments by the funding partners (in USD)

European Commission	1,726,619
Australia (AusAID)	457,026
New Zealand (NZAid)	37,402
UNDP	1,300,000
TOTAL (US\$)	3,521,046.00

Chart 1. Contributions of international donors as percentage of budget



Human Resources

During the year 2009-2010, the planned three-person ISF team number kept fluctuating following the resignations of the ISF staff throughout that period. However, in 2011, the International Support Facility to the Solomon Islands Truth and Reconciliation Commission (ISF-SITRC) was then fully resourced to continue its operations. The following key staffing issues were encountered during the life of the project:

1. The position of ISF Project Coordinator (International) was vacant until December 2010 when it was filled. Since 2009, the UNDP office had great difficulty recruiting a suitable ISF Project Coordinator.
2. The Procurement and Human Resource Officer (National) who had been recruited in January 2010 left in June 2010. A replacement was found in August 2010. This new person resigned in October 2010 and the position was again filled in early 2011.
3. The Finance and Administration Support Officer (National) position was filled in January 2010, but the staff resigned in August 2010. Recognizing the increasing volume of TRC financial transactions, a new position of Finance Assistant has been created to provide additional finance and administrative support to the ISF. The staff assumed duty in December 2010 and continued throughout 2011.

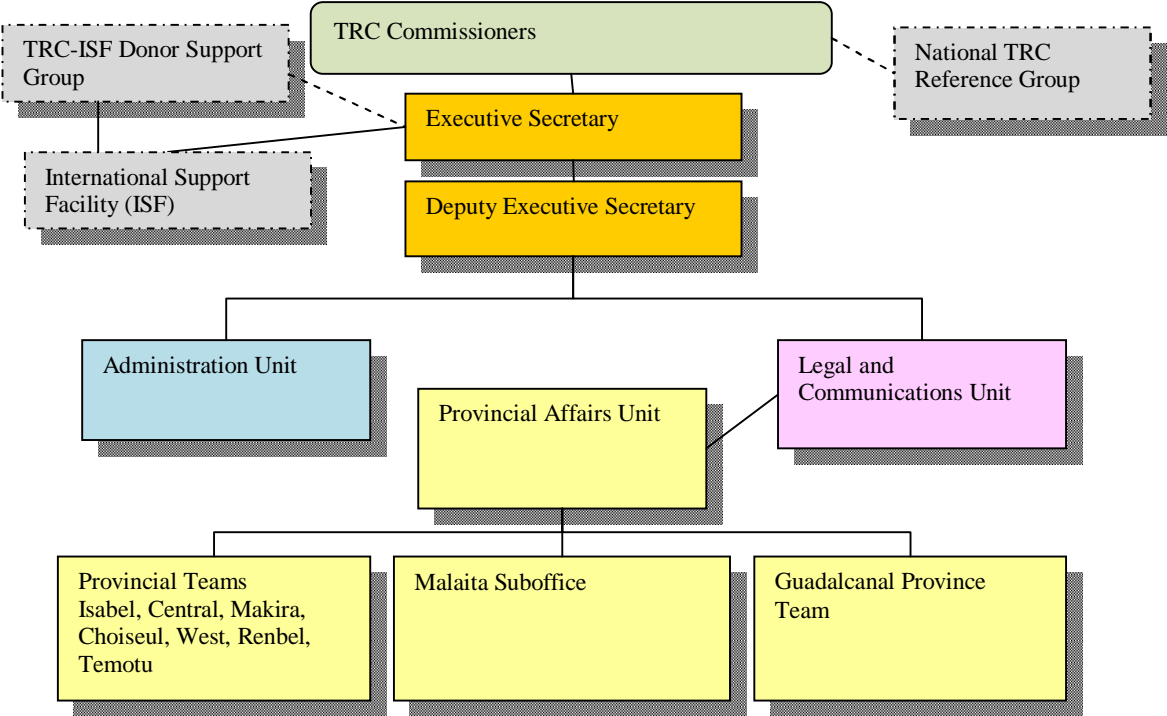
Since October 2010, the Truth and Reconciliation Commission had been staffed with: the Chairman; two National Commissioners; and two International Commissioners (who are funded as part of the ISF project).

The international position of TRC Executive Secretary was filled in April 2010, but the staff resigned on medical grounds in December 2010. This position was thereafter nationalized and filled by the former Deputy Executive Secretary.

The table below consists of the past and current key staff of the TRC and ISF throughout its lifespan:

No	Name	Designation	Year
TRC Staff			
1	Fr. Sam Ata	Chairman TRC	2009-2011
2	Sophia Macher	International Commissioner TRC/Deputy Chair TRC	2009-2011
3	Ratu Joni Madraiwivi	International Commissioner TRC	2009-2011
4	Caroline Laore	National Commissioner	2009-2011
5	George Kejoa (deceased)	National Commissioner	2009-2010
6	Camillo Teke	National Commissioner	2010-2011
	Reuben Lilo	Deputy Executive Secretary TRC	2009-2011
7	Ben Afuga	Coordinator of Statement Takers	2009-2011
8	Andrew Sugalonga	Regional Coordinator Guadalcanal	2010-2011
9	Fr. Francis Makaa	Regional Coordinator Malaita	2010-2011
10	Ludwig Huber	Head of Research (International)	2010-2011
11	Dykes Angiki	Head of Information Education and Communication	2010-2011
12	Jessie Kuali	Chief Accountant	2009-2011
13	Davinia Osiramo	Procurement and Logistics	2009-2011
14	Christina Sanga	Receptionist	2009-2011
15	Naomi Uwesi	Secretary to Commissioners	2010-2011
ISF Staff			
16	Ladislav Koubek	ISF Project Coordinator for TRC	2010-2011
17	Patrick Reoka	Human Resources and Procurement Assistant (National)	2010-2011
18	Ethel Butafa	Finance Assistant (National)	2010-2011
19	Patricia Kakai	Finance and Administration Assistant (National)	2009-2011
20	Melissa Unga-Diau	Human Resources and Procurement Assistant (National)	2010
21	Clayton Tuimaka	Human Resources and Procurement Assistant (National)	2009-2010
22	Joseph Wane	Finance Assistant (National)	2009-2010

Based on the Letter of Agreement between MNURP and UNDP, the UNDP-ISF covered the salaries of majority of TRC staff (fieldworkers, statement takers, communication staff, receptions and secretary). These were employed on short-term basis and are not reflected in the table above. The organization structure of the TRC is shown in the diagram below.

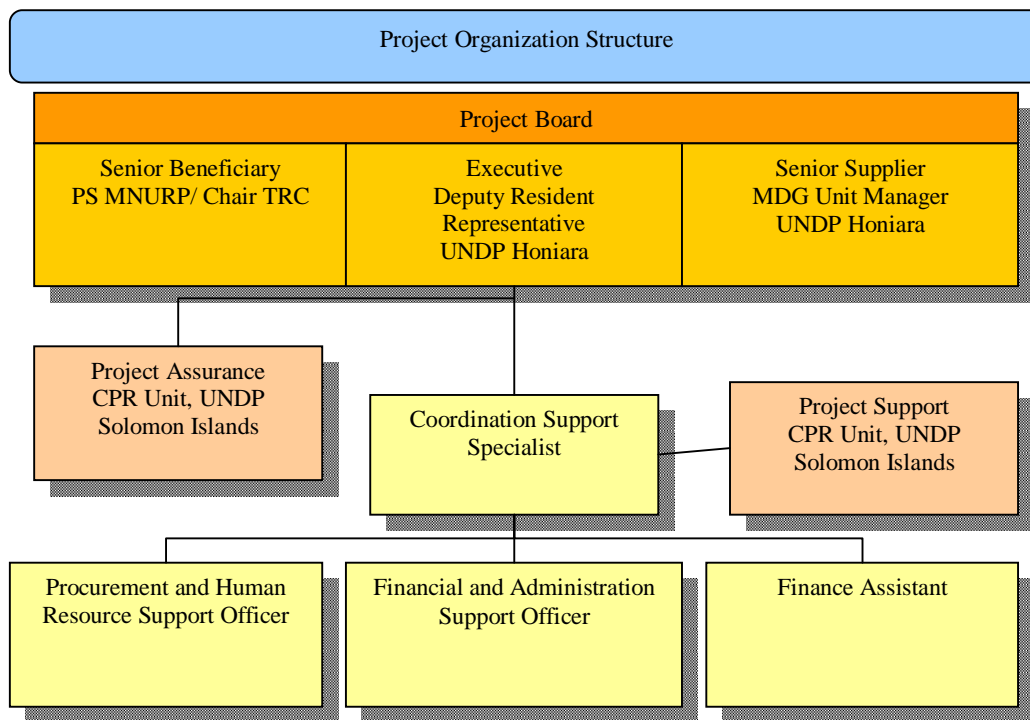


IV. Implementation and Monitoring Arrangements

Implementation Arrangements

The project was executed under a Direct Implementation Modality (DIM), which means that the overall accountability for the management of resources allocated to the Project rests with UNDP. Procurement, Human Resources and Financial procedures of UNDP were utilized in implementing this project.

The overall body responsible for the implementation of the ISF Project was the Project Board, which was responsible to guide the project and make day-to-day decisions based on the principle of consensual management in order to ensure proper and feasible implementation of the project in line with the TRC’s objectives. Project reviews by the Board were made at designated decision points during the running of the project, or as necessary when the need is raised by the Project Manager. The project board consisted of the Permanent Secretary of MNURP, Deputy Resident Representative of UNDP Solomon Islands Office, and the UNDP MDG Programme Manager.



The project team is the main body responsible for the day-to-day implementation of the ISF Project. The project team consisted of: ISF Project Coordinator (Project Manager); a Procurement and Human Resource Support Officer; and 2 Financial and Administration Support Officers. A key role of the ISF Coordinator was establishing effective communication channels between the TRC, its Secretariat and the donor community. This was done mainly through regular monthly meetings with TRC Staff and provision of reports TRC senior management. Apart from the formal reporting mechanism, there was a close working relationship developed between the ISF Coordinator and TRC Executive Secretary for all operational matters. The Executive Secretary transmits requests for support to the ISF Coordinator, who will then make the necessary arrangements through the appropriate project team members.

The Crisis Prevention and Recovery (CPR) of the UNDP Solomon Island Office provided procurement and administrative support to the Project Team, working closely with the operations team of UNDP and ensuring that operational procedures and guidelines are adhered to. The CPR Unit also played the role of Project assurance, mainly to support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensured appropriate project management milestones are managed and completed by the ISF Project Team. Also in-house technical support and advice was provided from time to time by the UNDP Pacific Centre, based in Suva, Fiji.

Monitoring Arrangements

Throughout the period from 2009-2011, the project was monitored through the following arrangements:

Quarterly Progress Reports:

Quarterly progress reports were prepared by the Coordination Support Specialist (Project Coordinator) and submitted to the Project Board for oversight purposes. These Progress Reports include the results by activities, quality management log, issues log, risks log, lessons learned log, and financial report and work plan for the following 3 months. These Quarterly Progress Reports are then shared electronically with the Donor Support Group (EU, AusAID and the NZAID).

Annually

The Annual Progress Review (APR) Report was prepared by the Coordination Support Specialist (Project Coordinator) and shared with the Project Board. As much as possible, the APR report was aligned with the CPAP annual review process. Based on the above report, an annual project review (Tripartite Project Review: TPR) meeting of the TRC-ISF Donor Support Group shall be conducted to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year.

Monitoring Trips:

Throughout its lifespan, the ISF staffs make it a priority to accompany the TRC staff to all its major events, specifically the Public Hearings. To ensure transparency and accountability, the ISF staffs are responsible for financial disbursements of administrative payments and DSA. This has been applicable to all the provinces, since most of the participants who attended the public hearing do not have bank accounts.

Informal Meetings:

To establish an effective working relationship for such a sensitive project, the ISF staffs also make it a priority to communicate daily with the Commission. This has been to mainly provide technical and administrative advice as according to the procedures of UNDP. Through these informal meetings, we had seen great improvement in the working relationship between ISF, UNDP and the Commission, as well as the timely and effective support to the Commission.

End of Project

In the last year of the Project, a terminal TPR is usually held to approve project closure. This review is the final assessment and driven by the Project Board, involving the TRC Support Group and other stakeholders as required. It focused on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. This Terminal TPR often occurs a month after the operational closure of the Project.

V. Results: Key achievements of the planned activities for 2009-2011:

Output 1: Establishment and operation of a TRC International Support Facility (ISF)

1.1 Quality project manager and support staff identified and deployed

1.1.1 Draft TORs for positions and advertise:

The TORs and positions of the TRC ISF were immediately advertised in the first quarter of 2010 following the formal operational opening of Project. Despite the delays in recruiting and deploying ISF staff, by December 2010, a fully fledged staffing for the ISF has been in place comprising: an international Coordination Support Specialist (ISF Coordinator); Human Resources and Procurement Assistant, Finance and Administration Assistant and a Finance Assistant. The ISF is fully furnished and actively providing administrative and logistical support to the TRC.

1.1.2 Recruit and deploy International Coordination Specialist:

This position was only filled in December 2010, after many months of readvertising. There was great difficulty in recruiting this position because of the long recruiting process for International positions. This involved, going through a Long Listing, Short Listing and then interviews and finally onto referee checks. In between, document preparation and justifications also took long to prepare and often when the person had been identified and informed, they had already taken up another job. As such, UNDP took the initiative to apply for the Fast Track Procedures (FTP) to be in place. The FTP ensures a shorter process to recruiting personnel's for a project or procurement of items. As such, following the FTP activation, the International Coordination Specialist was recruited in December 2010, a year after the project started. The position was also renamed to ISF Project Coordinator. The ISF Project Coordinator effectively provided the much needed support to the Commission and the ISF.

1.1.3 Recruit and deploy two national project support officers:

Two national project officers (Financial and Administration Support Officer and Procurement and Human Resource Support Officer) were hired in 2009 and continue to serve for the first part of 2010. One resigned and another's contract was not renewed. Two new officers then replaced them in 2010 at which, one also resigned that same year. In late 2010, an extra position of Finance Assistant was created, following the need to increase the amount of human resources to support the Commission. By 2011, three national officers worked in the ISF supporting the Project Coordinator and providing the much needed support to the Commission. Throughout the years, there had been a fluctuation of national officers, but recruitment had been relatively quick to replace them.

1.2 Resource mobilization and communication strategy for ISF formulated

1.2.1: Conduct an initial assessment and project the resource needs for the TRC:

Prior to the commencement of project implementation, an initial assessment of the resource needs for the TRC was conducted by a team of Government officials during an assessment mission carried out in 2009. As such, there was no need to undertake another separate assessment.

1.2.2: Identify target audience:

The same assessment mission mentioned above (1.2.1) also sought to identify the target audience of the TRC. As a result, the main target audience of the TRC indentified were: victims (women, men, boys and girls) of the tension, Solomon Islands Government, donors and perpetrators of the tension (former combatants/militant groups).

1.2.3: Design website:

The ability of the ISF to mobilize resources and people towards accomplishing the TRC's goal is critical for the success of the project. One clear mechanism is the development of a TRC website. The Website design was completed in August 2010 and can be accessed at: www.solomonislands-trc.com

1.3 Business process for interfacing between the donors and TRC formulated

1.3.1 Conduct an assessment of the types of operational linkages between the donor community and the TRC:

There was no assessment document in place, however, given the context of the country, the agreement for UNDP to pool the resources were mainly done through small consultations, given its past experience in coordination of funds and its capacity to implement the project. The establishment of the ISF has therefore provided an effective interface between TRC and the donors allowing for a coordinated mechanism for development partners to provide resources to support the activities of the TRC. The creation of the TRC-ISF donor support group has enabled the monitoring of the project on a quarterly basis. This quarterly progress monitoring has presented the opportunity for strategic guidance to ISF on critical risks and issues facing the project.

1.4. ISF office logistically operational

1.4.1 Office systems established and operational:

To date, the office systems for TRC-ISF are fully operational with the needed staff and equipment. Located within the UNDP office, the ISF had been strategically placed to ensure effective and timely support to the Commission. Despite the delays that characterized ISF at the beginning, deliberate efforts have been made to establish the ISF to enable it to provide the much needed logistical and administrative support to the TRC as well as reporting project progress to key stakeholders including UNDP, donors and government in a timely manner.

The initial plans of the TRC were elaborated on the assumption that the team would additionally comprise 24 statement takers, 96 field workers, and a team of researchers, a team in charge of communication, analysts, transcribers, logistic assistants, drivers, regional coordinator for Western Province and a coordinator of the Public Hearings. These positions could not be filled because the Solomon island Government funds were not available in a timely manner. As a result, the TRC Team currently comprises of 14 instead of the anticipated 120 staff. This understaffing poses an implementation challenge as the life span of the project remains the same. Taking into account this enormous difficulty, it was deemed necessary to revise the ISF work plan and finance some staff positions. An additional staff member was then recruited in September, 2010.

1.5 Monitoring and reporting mechanism and structures for external partners developed

Activity 1.5 was never budgeted for in the work plan as it was an ongoing activity that was catered for as part of the Project Coordinator's TOR. However, the identification of quality criteria and process indicators to monitor the TRC-ISF were finalized and constitutes part of the project's monitoring and evaluation framework. They include the number and composition of TRC ISF team, frequency and quality of TRC ISF project reports including for donors. In order to gauge progress in project implementation, a monitoring and evaluation framework including indicators, regular and final reporting procedures was established.

Output 2: Administrative, operational and logistical support to TRC-mandated activities:

2.1 TRC commission and support structure established

2.1.1 Recruit and deploy two TRC international commissioners:

The ISF has been involved in establishing the TRC Commission and providing structural and logistical support for its operation. Soon after its establishment, the ISF recruited and deployed two International Commissioners in October 2009. The Commissioners were involved in preparatory activities until mid January 2010 when actual project activities commenced. The two International Commissioners continued with their much needed support to the TRC until their contracts ended in December 2011, a month before the TRC mandate was to end in January 2012.

2.1.2 Recruit and deploy TRC Executive Secretary:

The TRC Executive Secretary (ES) arrived in May, 2010. In December 2010, however, the Officer left following medical reasons, creating a loophole in the Commission and ISF itself. Following this, the Government requested to change the position to a national to ensure more funding for programmatic activities. Discussions were then held among UNDP/MNURP/TRC and the Donors on this option, to which the Donors agreed to. The position was removed from the ISF budget and then a national Deputy Executive Secretary assumed the role until the closure of TRC.

2.1.3 Technical capacity of TRC personnel developed:

To date, the TRC office has been equipped with ICT and necessary office equipment with key project staff provided with computer laptops to facilitate their work.

As part of its capacity building initiatives, in 2010 and in 2011, ISF and the TRC organized and facilitated various training activities: During March and April 2010, two training workshops were conducted targeting fieldworkers. The workshops aimed to equip the fieldworkers with the required knowledge and skills to conduct awareness campaign for TRC.

In August 2010, a 10-day training workshop was conducted targeting 18 Statement Takers. The trainees received information on the TRC Mandate. Statement taking interview forms were also reviewed during this workshop. As an important part of the workshop, statement takers were taken through basic skills in dealing with traumatized persons. These trainings also continued in early 2011 before the statement takers deployment.

2.1.4 Research capacity for TRC established and undertaken:

In 2010, the ISF facilitated the recruitment and deployment of an international staff to head the research team. The staff member arrived and assumed duty in June 2010.

It was indispensable for the Commission to prepare a final report with substantive relevant information, and to help Solomon Islands to understand what happened during the tensions. The research work was conducted by a research team and complemented the other truth seeking programs of the TRC. The research program conducted in-depth studies on five key topics or issues, as well as analysis of the testimonies gathered during the public hearings, analysis of testimonies gathered during statement taking, and the writing of the final report.

The in-depth case studies consisted of qualitative studies. The research for the case studies was undertaken through field work, interviews, focus groups and analysis of secondary sources of information. The case studies remain confidential and are only accessible in the TRC Final Report, which is also not available for the Public until the Cabinet reviews it and the Parliament tables it on the parliament floor.

The TRC with facilitation from ISF designed and conducted tension studies at regional level. The five in-depth case studies were on: Armed actors in the conflict, Women, Youth, Churches and Regional histories (in Malaita, Guadalcanal and Western Provinces). Researchers conducted interviews regionally and thematically. The objective of these studies was to get information that will form part of the final report. Between October-December 2010, research teams visited Central Malaita, Marasa and Weathercoast, North Malaita, West Guadalcanal, Langalanga, Malu'u, Kwaio region and Tangarare – Wanderer Bay. These case studies are only accessible through the TRC Final Report.

The TRC Act requires the Commission to undertake investigations on sexual violence. Nine Focus Group interviews with an average of 25 women members were carried out during fieldwork in Marasa and Weathercoast, Northern Malaita, Western Guadalcanal and Marau. This information will feed into chapters including: *“Women in Solomon Islands Society”, “Women as Victims”, “Women as Actors”*.

Transcription is one of the main inputs for the writing of the chapters. In 2010, the following have been transcribed: 5 Public Hearings; 23 Closed Hearings with Police Officers; 4 Closed Hearings with militant's commanders; 2 Closed Hearings with Victims; 40 Interviews; 7 Focus Groups with Women and 157 Statements. In 2011, all the transcriptions were the main source for the work on the Final Report.

2.2 TRC capacity for communications and community outreach developed:

2.2.1 Public hearings capacity and systems in place:

Two kinds of public hearings were developed: regional public hearings and the thematic hearings.

Thematic hearings were aimed at receiving information on specific issues related to the tensions. These themes were related to women, youth and ex-militants. Public Hearings were essential for the Commission to hear the testimonies of victims, but also of perpetrators. These hearings were aimed at giving them a voice to reveal their stories or to apologize. This was part of the continuous reconciliation and healing process of the government and the people.

Throughout 2010, ISF played a huge role in the support of all the hearings conducted by the TRC. The support was through nationwide media coverage, transportation (Land, Air, and Sea), accommodation, catering, venue hire, DSA and all administrative staff salary. During all the 2010 hearings, support was also extended to the victims and perpetrators who attended the hearings.

In 2010, TRC organized 6 regional, national and thematic hearings attended by 150 victims as stated below:

#	DATE	PLACE	TYPE	Statements	%	Women	%	Men	%
1	9-10 March 2010 ¹	Honiara ²	Victims-National	18	100%	5	28%	13	72%
2	26-27-28 May 2010	Malaita	Victims-Regional	38	100%	12	32%	26	68%
3	23-24-25 June 2010	Guadalcanal	Victims-Regional	31	100%	11	35%	20	65%
4	October 2010	Tulagi ³	Victims-Regional	20	100%	4	20%	16	80%
5	27-28 October 2010	Makira ⁴	Victims-Regional	17	100%	1	6%	16	94%
6	November 2010	Honiara	Thematic-National	26	100%	20	77%	6	23%
TOTAL				150	100%	53	35%	97	65%

In 2011, the ISF continued to provide the much needed support but at a smaller scale. The Government in 2011 was now able to cover all the costs that used to be covered by ISF in 2010. The support to TRC in 2011 for public hearings was; nationwide media coverage, TRC staff transportation and DSA and the TRC administrative staff salary. Financial support was not provided to the victims or perpetrators as was the case in 2010.

The public hearings in 2011 were mainly conducted in the 2nd quarter of 2011. On the 2nd – 4th May, a Public Hearing for Ex-Combatants (Malaita Eagle Force) was held in Buma Community, Malaita Province⁵. 17 participants took part in this public hearing. On the 11th – 12th May, 2011 a Public Hearing for Guadalcanal Province Ex-Combatants (mixed militant groups) was conducted in Honiara at the Catholic Church, where 15 participants took part.

In the 3rd quarter of 2011, more thematic hearings were conducted for Ex-Combatants Gizo in the Western Province and Taro in the Choiseul Province. The hearings were specifically for the ex-combatants known as the Black Sharks⁶. Another two closed hearings were also conducted for key Government officials and Prisoners in Honiara.

¹ <http://www.solomonstarnews.com/news/national/3696-emotional-story-telling-starts-today>

² <http://www.solomonstarnews.com/news/national/3748-violent-past-revealed>

³ <http://www.solomonstarnews.com/news/national/7936-more-victims-tell-stories>

⁴ <http://www.solomonstarnews.com/news/national/8738-trc-hearing-kicks-off-today-in-makira>

⁵ <http://www.solomonstarnews.com/news/national/10761-blame-game-two-former-pms-blamed-for-crisis-at-trc-hearing>

⁶ <http://www.solomonstarnews.com/news/national/11972-black-sharks-speak-out-in-closed-hearing>

Some of the hearings were broadcasted to the entire nation through TV and radio and triggered an interesting debate on the former government's role during period of ethnic tension.

The table below illustrates how many Hearings were conducted in 2011 and the amount of people who participated. The target audience for the Public Hearings were also the whole nation as it was broadcasted live nationwide.

Public Hearings Conducted in Solomon Islands in 2011:

#	DATE	PLACE	TYPE	Participants	%	Women	%	Men	%
1	2 nd -4 th May 2011	Malaita	Excombatants-Regional	19	100%	0	0%	19	100%
2	11th-12th May 2011	Guadalcanal	Excombatants-Regional	15	100%	0	0%	15	100%
TOTAL				34	100%	0	0%	34	100%

Closed Hearings conducted in the Solomon Islands in 2011:

#	DATE	PLACE	TYPE	Participants
1	2011	Honiara	Excombatants	15
2	2011	Honiara	Politicians	10
3	2011	Honiara	Police	3
4	2011	Honiara	Others	7
5	1st-2nd September 2011	Western and Choiseul	Vigilant Groups	4
6	21st-22nd September 2011 ⁷	Honiara	Inmates	11
TOTAL				102

⁷ <http://www.solomonstarnews.com/news/national/12234-closed-hearing-for-inmates> and <http://www.solomonstarnews.com/news/national/12262-inmates-speak-out-counseled->



TRC hearings in progress. Most hearing were held inside churches.

2.2.2: Capacity for communications and outreach engaged and operating:

The TRC Strategic Media Plan was developed and approved by TRC in November 2009. The plan lays out the approach to reach out to the TRC stakeholders with information on the TRC mandate, its implementation arrangement as well as provisions for stakeholder involvement.

TRC also has a comprehensive communication strategy which provides a holistic approach using every means possible and every media outlets available to educate Solomon Islanders about the implementation arrangement of the Commission including: roles and responsibilities of the Commission, how it carries out its mandate, what its goals are and how it hopes to achieve those goals.

As part of the TRC public awareness campaign, a 15-minute radio program had been produced and was broadcasted three days a week. Over 50 radio programmes were aired on radio reaching out to over 60% of Solomon Islanders. Other means of publicity that were used to increase awareness about TRC include: T-shirts, flyers, banners and wide media coverage (TV, radio and newspapers).

In 2011, awareness raising activities were boosted when the Chairman of the TRC, Father Sam Ata, also conducted a range of awareness programs with the provincial government leaders, former militant leaders, church leaders, traditional leaders, civil society, women, youth and divisional heads. This programme was held throughout all the nine Provinces of the Solomon Islands, namely; Malaita Province, Guadalcanal Province, Temotu Province, Makira Province, Western Province, Choiseul Province, Central Province, Isabel Province and Rennell and Bellona Province.

In Gizo, Western Province, the TRC Chairman had two separate interviews with the local radio station, "Radio Happy Lagoon". Gizo is currently the only other island apart from the Solomon Islands capital that has its own radio station.

Below shows the breakdown of the awareness visits by Province and meetings held by the TRC Chairman.

Table of Chairman's Visit

Location by town and Province	Dates	No. Of Meetings held	No. Of Participants attended
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Auki, Malaita	27/01/11 – 29/01/11	2	14
Honiara, Guadalcanal	16/02/11	1	10
Lata, Temotu	05/04/11– 9/04/11	4	30
Kira Kira, Makira	11/04/11 – 15/04/11	5	33
Taro, Choiseul	30/04/11– 05/05/11	4	52
Gizo, Western	06/06/11 – 10/06/11	4	41
Gizo, Western	06/06/11 – 08/06/11	2 Radio Programs	Radio Happy Lagoon Listeners
Tulagi, Central	20/07/11 – 24/07/11	3	46
Buala, Isabel	21/08/11 – 29/08/11	3	43
Lavagu, Rennell	23 /09/11 – 26/09/11	2	45
Tuvahiti, Bellona	27/09/11 – 03/10/11	2	27
Total		32	341 + keen radio listeners

2.2.3 Information management capacity and systems established and operational:

In collaboration with RAMSI in 2010, TRC received support for the design of a data base. A template for data collection was provided by RAMSI and pilot tested with success.

With the support of the ISF, TRC was also able to recruit Data Analysts. The TRC Data Analysts were engaged to compile all interviews conducted by the statement- takers and enter them into the TRC database in preparation of the Final Report. ISF also provided the much needed ICT equipment to this process.

2.2.4 Design and carry out a perception survey to measure the awareness on TRC and the community based tensions:

No formal survey was designed, on the recognition that each Province reacted differently to such sensitive issues. As such, the various units of the TRC carried out their own perception surveys, implemented by Fieldworkers funded under the ISF project. This gave them an opportunity to get the perception of the people before conducting a reconciliation event, and paved the way for hearings or statement taking. Teams of fieldworkers were trained in March 2010 in Auki, Malaita Province for 32 participants and in April 2010 in Honiara for 36 participants. They were later deployed in September 2010. While doing the perception survey, the TRC also conducted awareness of TRC mandate in the Provinces. The visits of the TRC Chairman to the various Provinces were also seen as a perception survey and courtesy call to a Province prior to a Hearing.

2.3 TRC capacity and modality for truth seeking capacity put in place

2.3.1: Legal expertise for the TRC in place:

The recruitment of the International Commissioners and the Executive Secretary was guided by the legal background and human rights experience of the candidates. These international commissioners were then providing the much needed legal expertise for the work of the commission. As such, there was no need for an extra legal expert.

2.3.2 Truth seeking capacity and equipment procurement systems in place:

Once the statement takers were recruited and deployed in October 2010, training was conducted to enhance their statement taking capacity. In November 2010 the process of statement taking began with each statement taker equipped with a kit comprising tape recorder, stationery and field gears.

2.3.3 Statement taking capacity developed and operational:

Statement taking was the “backbone” of the TRC and had multiple purposes. It provided the data for the TRC’s Final Report; it also honors the individual’s experience; and promotes healing and reconciliation. In addition to documenting the tensions in Solomon Islands and providing the basis for analysis, the process also gave voice to victims in a way that restores human dignity.

As an integral part of the SITRC function, statement taking involved the process of gathering testimonies from victims, and in some cases perpetrators. This process underpins truth seeking, one of the cornerstones of TRC.

Prior to their deployment in the field, the statements takers were provided trainings (refer to Act: 2.1.3 and 2.5.4) and also equipments for statement taking (refer to Act: 2.3.2)

This exercise aimed to establish contact and rapport between statement takers and victims prior to the actual statement taking exercise. These individual interviews were conducted in: West Guadalcanal, North West Guadalcanal, Central Guadalcanal, North Guadalcanal, Auki and Honiara. The phase of statement taking began in quarter four of 2010 and ended in mid July 2011.

The Commission had targeted to collect about 5,000 statements, from which 50% of these statements were to be from women. However by July 2011, only 2,362 statements were taken, with 1,483 from men and 879 from women. The lack in the ability to achieve its aim of 5000 statements was because of the delay in the financial support initially promised by the Government to fund the recruitment of the workers of TRC. As such, the ISF project stepped in to assist TRC and funded all the officers of TRC, including Statement takers. As such, the statement taking could only begin in the fourth quarter of 2010 and ended in July 2011.

2.4 Facilitation services for reconciliation provided

2.4.1 Reconciliation facilitation guidelines formulated

Reconciliation facilitation guidelines were seen as part of the daily work of the ISF and TRC thus was not budgeted for in the work plan. Because the need and sensitivity of each Province to the subject of reconciliation varies, there was no formal document in place as a guideline. All of the programmatic activities of the TRC were all seen as facilitation to reconciliation.

2.4.2 Reconciliation facilitation activities carried out

Reconciliation activities have been mainstreamed into other programmatic activities of the TRC to ensure full achievement of the TRC mandate. Reconciliation was conducted through Media outreach, exhumations, public and thematic hearings as well as through extensive consultations with key stakeholders and families.

Exhumations were also seen as a huge part of reconciliation throughout 2011-2011. The Commission was mandated by the TRC Act to conduct or supervise the exhumation of bodies, where it deemed necessary, in agreement with the Director of Public Prosecutions and other relevant authorities or persons. The exhumations department created a "list of victim" that sets as background information outlining information to assist in a grave mapping exercise. The compiled list was successful through reports from various local sources mostly the Missing Persons Committee, Guadalcanal Province, RAMSI/RSIPF, Solomon Islands court cases and participatory family interviews.

Interviewing families and individuals were the main source of information for the exhumation team. In May 2011, an exhumation officer travelled to various villages in the Weather Coast (Guadalcanal Province) for a 13 day trip. The trip resulted in identifying 15 grave sites and the permission of families to exhume and relocate human remains of deceases for proper burials. This opportunity to return the remains was seen as a final closure to the effects of the ethnic crisis.

Also in May 2011, a forensic anthropologist from Chile, Henriette Strattman conducted Ante-Mortem Data training for 6 days. The training comprises: blood sample collection, real interviews, data collection and management, Ante Mortem Form.

By the end of December 2011, only about five graves were exhumed because of the limited time it took for preparation, consultation and final exhumation of the graves. ISF provided the much needed support to the TRC's exhumation team through salary, transportation to villages and DSA.

2.5 Support provided to victims groups including women victims of violence through promotion and protection of their rights.

2.5.1 Victims support systems in place

Counseling was central to the work of the TRC, to ensure that appropriate provisions and support were provided to participants in the TRC activities. The ISF provided the much needed support to this activity by funding two local counselors to counsel victims and perpetrators before, during and after the hearings⁸. The two national counselors were chosen by the Commission itself following their vast experience in counseling victims of various types of violence prior to the existence of the Truth and Reconciliation Commission. Although both counselor hold no particular qualification in trauma counseling or related discipline, they both have had short term trainings in the past, prior to the TRC, through churches. The two counselors are both male and female to ensure a balanced access to the sessions by the victims or perpetrators.

⁸ <http://www.solomonstarnews.com/news/national/4659-many-suffer-from-traumatic-stress>

2.5.2 Support for rights awareness specifically for female and child victims support group
Rights awareness specifically that of female and child have been mainstreamed into the programmatic activities of the TRC taking into consideration the different needs of these vulnerable groups. This meant that while various activities were specifically conducted for women and youth/child, topics on their rights were also discussed. These activities were that of statement taking, counseling session, and the 2010 thematic hearing for women⁹ and youths¹⁰. Women and youths will also have their separate chapter in the Final Report, where more specific information will be available.

2.5.3 Support for female and child victims support group

This activity overlaps that of activity 2.5.1. There are no female and child victims support group formulated in TRC throughout their lifespan; rather, there is the national counselors who provide this support to victims or perpetrators. Their work is quite crucial throughout any reconciliation process as they mentally prepare participants prior to the event. The counselors usually conduct counseling sessions two weeks prior to a particular hearing. Depending on the trauma experienced by the victims, the counseling sessions could take more than two weeks. The sessions are organized in the various different Provinces, in a secluded environment where the victims could not be disturbed. From these counseling sessions, then victims are able to appear before a public or a closed hearing.

2.5.4 Training for community organizations to support female and child victims in the TRC process
Trainings were not provided to community organizations, rather training was provided to the statement takers of TRC to support the female and child victims. Prior to their deployment in late 2010, statement-takers, who were seen as the “backbone” to the documentation was provided with general statement taking trainings with components on counseling. These components were conducted by the two local counselors funded by the ISF project. These trainings helped them to prepare for the different type of cases they handled while collecting statements in the field. Further training was also provided for female statement-takers on sensitive interviews on sexual violence.

2.6 Capacity for the drafting and the dissemination of the TRC report developed

2.6.1 Final report and dissemination capacity established and functioning

This activity had been budgeted for 2012 and will be funded for under the budget commitment of UNDP. This has been the reason why no budget was allocated for under this activity, since The TRC was unable to meet its deadline to complete its mandate by January 2011, resulting in the extension for another year, to January 2012. The Final report has now been handed over to the Solomon Islands Government.

VI. Beneficiaries targeted.

The main beneficiaries of ISF are: The Ministry of National Unity Reconciliation and Peace (MNURP), SI-TRC, the affected persons (including victims and perpetrators) of the 1999-2003 tensions. Special focus of the project will be women, youth and children from the most tensions affected provinces of Malaita and Guadalcanal.

VII. Constraints and Lessons learned in Project Implementation

Infrastructure:

Transport and telecommunication links are unreliable and expensive especially between Malaita and Honiara. These constraints impacted on the efficiency of the TRC, limiting its outreach to the provinces. Infrastructure challenges combined with the archipelagic nature of SI to contribute to high expenditure on transportation, especially for hire of boats. This has had a heavy toll on the ISF budget.

Procurement difficulties:

Procurement planning is a key process in the whole project process, but lacks this often. A procurement plan was never submitted to the ISF project. As such, with the lack of planning from the

⁹ <http://www.solomonstarnews.com/news/national/9059-trc-hearing-for-women-youth>

¹⁰ <http://www.solomonstarnews.com/news/national/9059-trc-hearing-for-women-youth>

Commission, the project often sees itself responding to support in an adhoc basis. This often impacts on the timely support expected from the ISF project.

Recruitment Challenges:

The ISF Project had great difficulty in the recruiting key international positions within the project, following the need to recruit a suitable person who has the knowledge of working in the post conflict society and with substantial knowledge of the Pacific. Another delay was also the administrative requirements towards the recruitment. UNDP had to apply for the activation of the Fast track Policies to ensure timely recruitment of the International Positions. The ISF project also had challenges in maintaining the national officers because of the demand of the job and the sensitivity around it.

Community Challenges:

Community leaders and ex-combatants were in some cases reluctant to share their experiences in fear that they could be stigmatized or arrested by authorities. In September 2011, an ex-combatant was arrested during a Public Hearing in Gizo. TRC had to do an extensive media campaign to regain its credibility with communities.

Government Funding Delay:

The TRC Act was passed by the National Parliament of Solomon Islands in 2008, but the Commission only became operational in January of 2010. This was due to major financial setbacks experienced by the Solomon Islands Government as a result of the global financial crisis. ISF-TRC support was mainly administrative, however, due to the challenge in TRC accessing the funds in a timely manner, the ISF in consultation with the donors, agreed to fund most of its programmatic activities and its officers. This has caused delays in the implementation.

VIII. Cross-cutting issues

Gender:

To the extent possible ISF through the TRC has been striving to achieve gender equity in the access to opportunities for supply, training provided by the project, and to promote increased representation of women during public and closed hearings. There are performance indicators on gender in the ISF monitoring and evaluation framework: ISF fully staffed and gender balanced; and quality criteria including appropriate gender indicators for goods and services support to the TRC. As part of the thematic hearings, women and youth were allotted special occasions for their testimonies.

Human Rights:

To ensure promotion and protection of human rights especially of more vulnerable segments of the Solomon Islands who suffered the consequences of the tension, the ISF to TRC has provided psychosocial support to female and child victims. Counsellors were attached to these victims to prepare them for testimonies. Prior to the testimonies, rights awareness drive was conducted to ensure the victims understood their rights in the TRC process.

IX. Visibility:

The EC has been acknowledged as a contributor to all activities implemented under this action, in line with Joint EU-UNDP Visibility Guidelines. Donors who contributed to this project have been commended for recognizing the need of the Solomon Islands government and the people. Throughout the lifespan of TRC, many queries have reached the donors to make their support visible. However, in consultation with donors, they have agreed to keep a low visibility and to ensure the process is Government driven, rather than be seen as donor driven process. As such, donor's logos cannot be seen in any documents or banners used for TRC's activities. Low visibility meant that donors are only mentioned in reports and in formal or informal acknowledgement speeches.

X. Annexes

Annex A: Financial Report
Annex B: News Clippings

XI. Abbreviations and Acronyms

ATLAS Information system of UNDP
AWP Annual Work Plan

DIM	Direct Implementation modality of UNDP
MNURP	Ministry of National Unity, Reconciliation and Peace
MTDS	Medium-Term Development Strategy
RRF	Results and Resources Framework
SICA	Solomon Islands Christian Association
SIG	Solomon Islands Government
TRC	Truth and Reconciliation Commission
UNDAF	United Nations Development Assistance Framework
UNDP-ISF	UNDP International Support Facility