



**United Nations Development Programme**  
**Country: Solomon Islands**  
**Project Document**

**Project Title** International Support to the Solomon Islands Truth and Reconciliation Commission

**UNDAF Outcome(s):** 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.

**Expected CP Outcome(s):** 0.2 Disaster risk reduction and management or response to humanitarian crisis and natural disasters are effective and integrated into all forms of development.

**Expected Output(s):** 1. Establishment and operation of a TRC International Support Facility (ISF)  
 2. Administrative, operational and logistical support to TRC mandated activities

**Implementing Partner:** UNDP

**Responsible Parties:** SIG/UNDP

**Brief Description**

This project aims to support the national reconciliation policies and strategies. The project facilitates coordinated international support to the independent Solomon Islands Truth and Reconciliation Commission (TRC) so that the TRC can fulfil its primary function to promote national unity and reconciliation through dialogue. This project will support the TRC by 1) establishing and operating a TRC International Support Facility; and 2) providing administrative, operational and logistical support to carry out the TRC activities.

<b>Programme Period:</b>	2009-2012	<b>GMS (AusAID)</b>	27,011
<b>Key Result Area (Strategic Plan):</b>	Crisis Prevention and Recovery	<b>2009 AWP budget:</b>	452,000
<b>Atlas Award ID:</b>	00045564	<b>Total resources required</b>	1,794,428
<b>Start date:</b>	09 March 2009	<b>Total allocated resources:</b>	
<b>End Date :</b>	31 December 2011	Regular (TRAC 2)	500,000
<b>PAC Meeting Dates:</b>	08 March 2009 01 October 2009	Regular (TRAC 3)	800,000
<b>Management Arrangements:</b>	UNDP Direct Implementation	EC	0
		AusAID	457,026
		NZAID	37,402
		<b>Unfunded budget:</b>	
		<b>In-Kind Contributions:</b>	

**Agreed by (MNURP):** *Nze (JOY KORO) PS / MNURP*

**Agreed by UNDP:** *Paul Kulan* UNDP RR ai



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## I. SITUATION ANALYSIS

The Solomon Islands experienced social unrest and organised violent conflict between 1998 and July 2003 (the "Tensions"). Despite a signed peace agreement (Townsville, 2000), the arrival of the Regional Assistance Mission to the Solomon Islands (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.

Indications since the arrival of the RAMSI suggest that the political and social situation remains fragile. The country's recent history of tension and violence against men and women highlight the need for concerted effort among development partners to address the underlying causes of the Tension period which are 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.<sup>1</sup>

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. This consultation process<sup>2</sup> 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 is 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'<sup>3</sup>. 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.

The Solomon Islands Government (SIG) has started the necessary steps to establish the TRC. It has continued its trend of allocating substantial resources to the process. To date, the government has developed a TRC Plan of Action, appointed the national Commissioners, and established a TRC Secretariat. The TRC was officially launched by Desmond Tutu on 29 April 2009.

To ensure the vital independence of the Commission, the Government, in discussion with development partners, has 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. Government and stakeholders agree that the appropriate strategy for supporting the TRC is for all international resources to be pooled and administered in a coordinated manner.

## II. STRATEGY

The SIG and UNDP agreed Country Programme Action Plan (CPAP) 2008-2012 identifies crisis prevention and recovery as one of the strategic areas to be addressed by UNDP assistance. Effort towards this strategic priority is geared to developing capacities that assist national government with policies and strategies towards peace building and tension reduction.<sup>4</sup>

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<sup>1</sup> 2008. UNDP. Solomon Islands Country Programme Action Plan (CPAP) 2008-2012 between the Government of Solomon Islands and United Nations Development Programme Honiara Office, p 2.

<sup>2</sup> 2008. MNURP. Truth and Reconciliation Commission Steering Committee: Report on TRC Steering Committee Activities and Public Consultations.

<sup>3</sup> June 2008. Ministry of Development Planning and Aid Coordination. *Government of Solomon Islands Medium Term Development Strategy 2008-2010*, p 4.

<sup>4</sup> Output 3.2.1 of the 2008, UNDP. Solomon Islands Country Programme Action Plan (CPAP) 2008-2012 between the

Establishing capacity for peace building and dialogue at the national level 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 Island men and women. To this end, this project is part of a broader package of UNDP administered support to SIG that will enhance the capacity for peace building and conflict prevention in the Solomon Islands. In addition to this support for the TRC, which focuses on victim support and reconciliation, UNDP is supporting the capacity development of the national 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.

The strategy to support women's active engagement in the project and encourage gender issues is to be addressed on two fronts. The first aspect of the strategy is within the project structure, which is to attain gender balance within the project unit and to incorporate gender relevant indicators where appropriate in the monitoring and evaluation framework that is to be developed in close consultation with the TRC. The second aspect to the gender strategy is to support women's active engagement in the TRC. This will be done by engaging women and women's groups to actively participate in all aspects of the TRC. One specific area of engagement is to strengthen service provision to women survivors to be able to participate in the TRC. This is to include legal support and rights awareness, specifically targeting women and female victims of the tensions. Furthermore, support will be provided to assist women to create support mechanisms to assist in female participation in the TRC especially on the issue of sexual abuse. The TRC-ISF will actively support gender appropriate support services to victims pre- and post-testimony.

This project will support the TRC to fulfil its functions as laid down by the TRC Act and its future amendments and in line with the TRC Action Plan, through the TRC-ISF.

The project strategy is to concentrate on the following two areas:

1. Establishing an operating TRC-International Support Facility (TRC-ISF)

The strategy involves pooling resources of interested development partners to ensure that the international community presents a coordinated approach to support the TRC. The establishment of an operating ISF provides a mechanism for development partners to provide resources to the TRC. The ISF will provide an effective interface between the TRC and donors. The ISF is to respond to TRC requests for financial, administrative and technical support in a timely and efficient manner while at the same time ensuring timely reporting on and monitoring of donor contributions.

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

The primary role of the ISF is to support the TRC's work and the implementation of the TRC Action Plan (in annex). Specifically, procurement and administrative functions agreed to by donors and government will be the main task of the ISF. In addition, the Facility will assist in sourcing international technical assistance to the TRC as required, including sexual and gender-based violence expertise. This arrangement provides the TRC access to international experience and technical assistance without reliance on one service provider.

### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the Country Programme Results and Resource Framework:

3.2 Disaster risk reduction and management of responses to humanitarian disasters are effective and integrated into all forms of development  
**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Number of engendered conflict sensitive analyses of national polices, strategies and projects adopted and implemented. Baseline: Limited capacity for conflict sensitive analysis and dialogue; tension reduction projects ad hoc and limited in scope and outreach. Target: Strengthened national capacity for national stability dialogues, conflict sensitive analyses and management of appropriate tension reduction measures.

**Applicable Key Result Area (from 2008-11 Strategic Plan):** G. Crisis Prevention and Recovery

**Partnership Strategy:** UNDP Direct Implementation (DIM) with Ministry of National Unity, Reconciliation and Peace

**Project title and ID (ATLAS Award ID):** International Support to the Solomon Islands Truth and Reconciliation Commission (00045564)

OUTPUTS	OUTPUT TARGET	INDICATIVE ACTIVITIES	INPUTS	INDICATIVE COST (USD)
<p><b>Output 1</b>            Establishment and operation of a TRC International Support Facility (ISF)  <b>Baseline:</b> No established Facility  <b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Quality measures for an operative TRC ISF developed.</li> <li>• ISF fully staffed.</li> <li>• ISF team gender balanced.</li> <li>• Resources mobilized to required levels.</li> <li>• Regular reporting of developed quality measures.</li> <li>• Annual reporting to donors completed satisfactorily and on time.</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• By Nov/Dec 2009 the:               <ul style="list-style-type: none"> <li>❖ Quality measures for an operative TRC ISF developed.</li> <li>❖ ISF fully staffed.</li> </ul> </li> </ul>	<p>1.1 Project Manager and Support Staff identified and deployed</p> <p>1.2 Resource Mobilization Strategy for ISF formulated</p> <p>1.3 Business process for interfacing between the donors and TRC formulated</p> <p>1.4 ISF office logistically operational</p> <p>1.5 Monitoring and reporting mechanism and structures for external partners developed</p>	<p>1.1.1 Draft TORs for positions and advertise</p> <p>1.1.2 Recruit and deploy Coordination Support Specialist</p> <p>1.1.3 Recruit and deploy two project support officers</p> <p>1.2.1 Conduct an initial assessment and project the resource needs for the TRC</p> <p>1.2.2 Identify target audience</p> <p>1.2.3 Design website</p> <p>1.3.1 Conduct an assessment of the types of operational linkages between the donor community and the TRC</p> <p>1.4.1 Office systems established and operational</p> <p>1.5.1 Identify quality criteria and process indicators to monitor an operating TRC-ISF</p>	<ul style="list-style-type: none"> <li>• Coordination Support Specialist</li> <li>• Project Officers</li> <li>• Technical Assistant</li> <li>• Security</li> <li>• Equipment and Furniture</li> <li>• IT equipment</li> <li>• Communication Supplies</li> <li>• Travel</li> <li>• Miscellaneous</li> <li>• ISF office rental and Facilities</li> <li>• Administration</li> </ul>	<p>651,688</p>

<ul style="list-style-type: none"> <li>❖ ISF team gender balanced.</li> <li>❖ Resources mobilized to required levels.</li> <li>• By Nov/Dec 2009 – December 2011 regular reporting of developed quality measures provided.</li> <li>• By December 2011 final reporting to donors completed satisfactorily and on time.</li> </ul>		<p>1.5.2 Conduct an assessment of the criteria, timelines and frequency of monitoring and reporting for all donors and—in line with Paris and Accra recommendations—formulate harmonized monitoring and reporting mechanisms and processes</p>	
<p><b>Output 2</b> Administrative, operational and logistical support to TRC-Mandate activities</p> <p><b>Baseline:</b> Limited administrative, operational and logistical support to TRC-mandated activities.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• TRC international commissioners recruited</li> <li>• TRC Executive Secretary recruited</li> <li>• Quality criteria including appropriate gender indicators for goods and services support to the TRC developed</li> <li>• Regular reporting against developed quality measures for goods and services support to the TRC</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• By the Nov/Dec 2009 TRC international commissioners recruited</li> <li>• TRC Executive Secretary recruited</li> </ul>	<p>2.1 TRC commission and support structure established</p> <p>2.2 TRC capacity for communications and community outreach developed</p> <p>2.3 TRC capacity and modality for truth seeking capacity put in place</p> <p>2.4 Facilitation services for reconciliation provided</p> <p>2.5 Support provided for victims groups including women victims of violence through protection and promotion of their rights</p> <p>2.6 Capacity for drafting and dissemination of the TRC report developed</p>	<p>2.1.1 Recruit and deploy two TRC international commissioners.</p> <p>2.1.2 Recruit and deploy TRC Executive Secretary</p> <p>2.1.3 Technical capacity of TRC personnel developed</p> <p>2.1.4 Research capacity for TRC established and undertaken.</p> <p>2.2.1 Public hearings capacity and systems in place</p> <p>2.2.2 Capacity for communications and outreach engaged and operating.</p> <p>2.2.3 Information management capacity and systems established and operational</p> <p>2.2.4 Design and carry out a perception survey to measure the awareness on TRC and the community-based tensions</p> <p>2.3.1 Legal expertise for the TRC in place</p> <p>2.3.2 Truth seeking capacity and equipment procurement systems in place</p>	<ul style="list-style-type: none"> <li>• International Commissioners</li> <li>• Executive Secretary</li> <li>• Training</li> <li>• Technical Assistance</li> <li>• Logistics</li> <li>• Equipment</li> <li>• Communication</li> <li>• Subcontract</li> <li>• Local travel</li> <li>• Printing</li> <li>• Design service</li> </ul> <p>1,115,729</p>

<ul style="list-style-type: none"> <li>• By the Nov/Dec 2009 Quality criteria including appropriate gender indicators for goods and services support to the TRC developed</li> <li>• By the Nov/Dec 2009 – December 2011 the Regular reporting against developed quality measures for goods and services support to the TRC provided</li> </ul>		<p>2.3.3 Statement taking capacity developed and operational.</p> <p>2.4.1 Reconciliation facilitation guidelines formulated</p> <p>2.4.2 Reconciliation facilitation activities carried out</p> <p>2.5.1 Victim support systems and capacity in place</p> <p>2.5.2 Support for rights awareness specifically for female and child victims</p> <p>2.5.3 Support for female and child victims' support groups</p> <p>2.5.4 Training for community organizations to support female and child victims in the TRC process</p> <p>2.6.1 Final report and dissemination capacity established and functioning</p>	<p>Total:</p>	<p>1,767,417</p>
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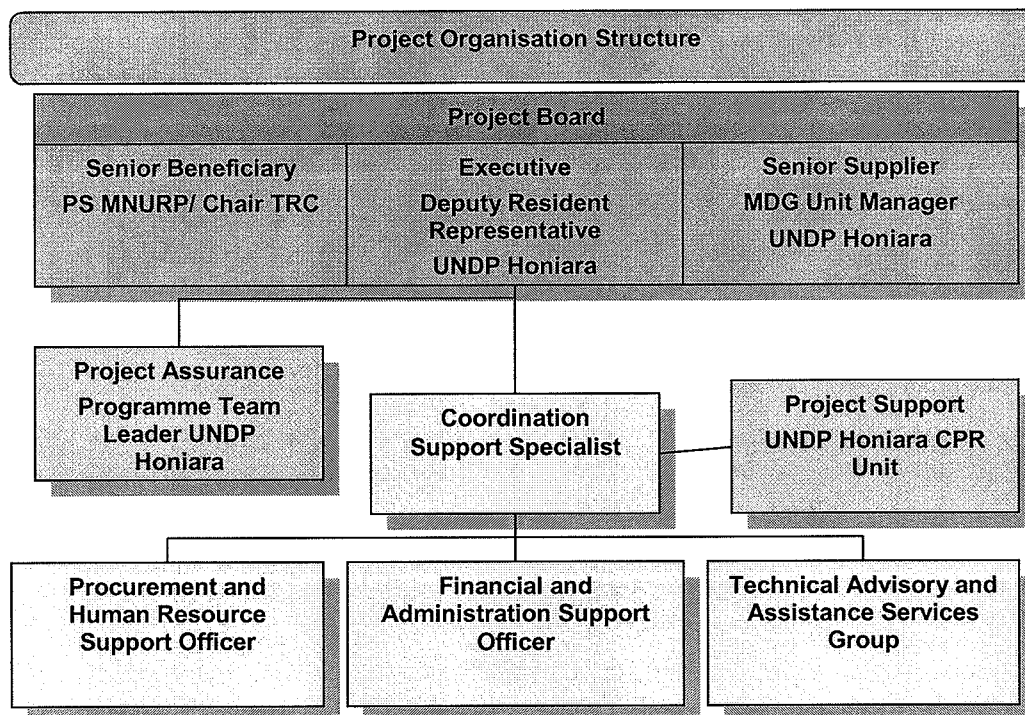
## V. MANAGEMENT ARRANGEMENTS

### Project Board

The Project Board is 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 are made at designated decision points during the running of the project, or as necessary when the need is raised by the Project Manager. This group comprises of three entities with the following three roles: 1) the Executive who represents the project executing body and chairs the group, 2) the Senior Supplier whose role is to provide guidance regarding the technical feasibility of the project, and 3) the Senior Beneficiary whose role is to ensure that the project benefits are realized from the perspective of project beneficiaries. The Deputy Resident Representative (DRR) of the UNDP Honiara Office will assume the Executive role; the MDG Unit Manager of the UNDP Honiara Office the Senior Supplier's role; and the Permanent Secretary (PS) of MNURP and the Chairperson of the TRC will share the Senior Beneficiary's role.

The role of the Project Assurance is to support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Programme Team Leader of the UNDP Honiara Office undertakes the Project Assurance role for the Project Board.

The role of Project Support covers management of procurement and finance administration. The Crisis Prevention and Recovery (CPR) unit within the UNDP Honiara Office provides this function to the project.

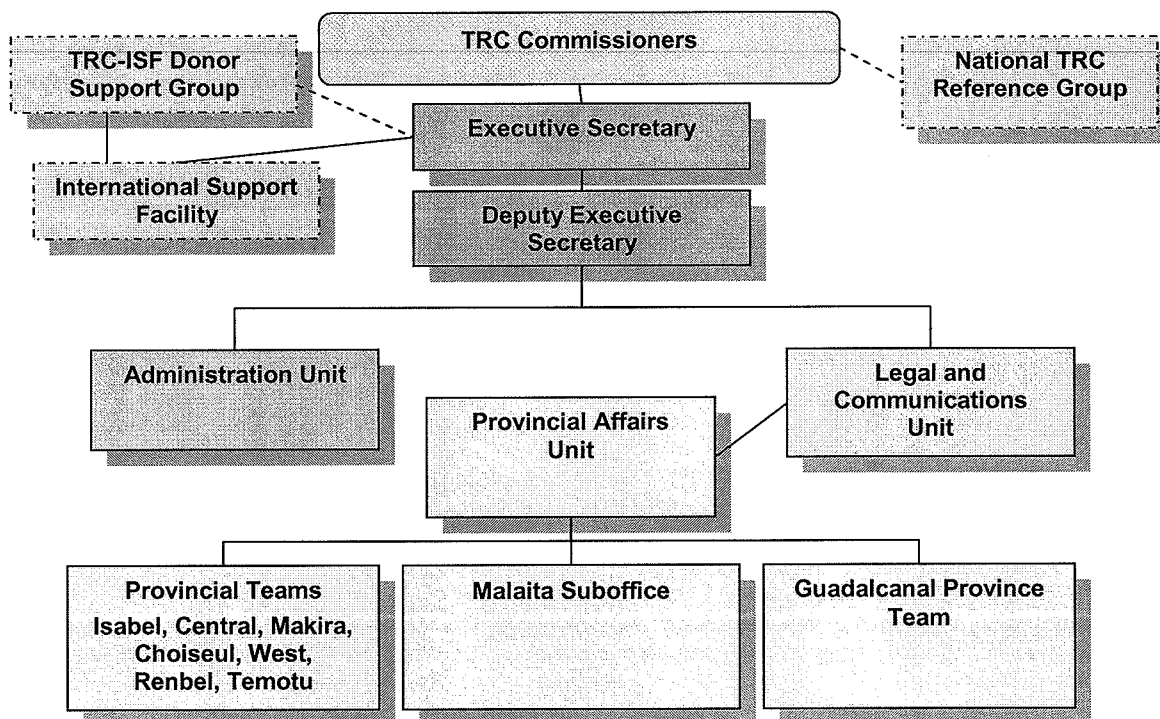


The project team is composed of: a Coordination Support Specialist (Project Manager); a Procurement and Human Resource Support Officer; and a Financial and Administration Support Officer.

The Coordination Support Specialist (Project Manager) has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Coordination Support Specialist's primary responsibility is to ensure the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. This role ensures appropriate project management assistance to the Project Board—through the Project Assurance role—in carrying out objective and independent project oversight and monitoring. The Specialist is to establish effective communication channels between the TRC, its Secretariat and the donor community.

The Procurement and Human Resource Support Officer is to assist the Coordination Support Specialist in procuring goods and services requested from the TRC. The Finance and Administration support Officer is to help the Advisor complete contractual obligations to procured goods and services.

The project team will interact with the management structure of the Truth and Reconciliation Commission through the Executive Secretary. The Executive Secretary will transmit requests for support to the Coordination Support Specialist, who will then make the necessary arrangements through the appropriate project team members.



### Administrative management

The International Support Facility is to administer internationally sourced financing for the TRC. The Administration Unit within the TRC is responsible for all of the financial contributions from government and targeted financial and technical support from the ISF. Coordination of the two units is the responsibility of the Executive Secretary and the Deputy Executive Secretary under the guidance of the TRC Commissioners. The division of labour through roles and responsibility are to be defined and documented in the TRC's strategic and work plans. These tools are to clarify quality indicators for both administrative units. Every effort is to be made to streamline these indicators to simplify targeting TRC objectives and to incorporate measurable gender indicators appropriate to the support. Up until the planning tools are developed by the Commission operational direction for TRC administrative support is to be provided by the Executive Secretary under the guidance of the Project Board.

### National TRC Reference Group

The National TRC Reference Group, established by SIG in 2008, is to provide an advisory mechanism to the Management grouping of the Executive Secretary, Deputy Executive Secretary and the Commissioners. This group consists of independent Solomon Islanders of high stature within their relevant fields. The group was instrumental in the preparatory national consultations for the TRC, and for establishing the overall vision of the TRC in Solomon Islands.

### Collaborative arrangements with related projects

This project will have a working relationship with the UNDP Preparatory Assistance Project to Strengthening Capacities for Peace-Building in Post-Conflict Solomon Islands. The TRC project and Strengthening Capacities for Peace Building PA both address the country programme output to review national policies and strategies through conflict sensitive analysis. Working relationship on issues and information exchange, such as gender based violence and peace building is to be reviewed in the quarterly progress reports and with the express permission of the Project Board.

### TRC-ISF Donor Support Group

The quality of project results will be monitored by the Project Board, and by the TRC-ISF Donor Support Group. The TRC-ISF Donor Support Group is chaired by the Permanent Secretary of the Ministry of National Unity, Reconciliation and Peace (MNURP), and is composed of representatives of the European Commission, UNDP, AusAID and NZAID. The group will meet at least tri-annually, and will review progress reports and provide strategic guidance on critical risks and issues facing the project.

### Results of capacity assessment of implementing partner

Since 2007, UNDP's programmes with the Ministry of National Unity, Reconciliation and Peace (MNURP) have been implemented using the Direct Execution (DEX) modality. Through its projects, UNDP provides capacity building support to MNURP to enhance the ministry's capacity for programme implementation. The TRC is a temporary commission established by law for a limited period. The permanent secretary of MNURP is the approving officer for the TRC budget. The Harmonized Approach to Cash Transfer (HACT) micro assessment for Solomon Islands was conducted in December 2008 and January 2009. The results of the assessment indicated endorsement for the continuation of the use of the DEX modality during the 2008-2012 programme cycles.

### Audit Arrangements

The project will follow UNDP's audit procedures under Direct Implementation.

### Agreement on the use of logo on project deliverables

At the specific request of Government, the project is to limit the use of logos representing participating development partners on all project material intended for external (public) distribution in Solomon Islands.

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## **V. MONITORING FRAMEWORK AND EVALUATION**

The SIG- and UNDP-agreed Country Programme Action Plan (CPAP) 2008-2012 details monitoring and evaluation processes of projects within the CPAP.

#### Monitoring and Evaluation Indicators

Indicators for short term project objectives have been established. One of these objectives is to develop a monitoring and evaluation framework with indicators, including appropriate gender indicators, for regular and final reporting procedures. These procedures, as outlined below, are to be developed in parallel to TRC planning tools. This flexibility is required to respond to the changing institutional development of the Commission and the appointment of Commissioners. Understanding this evolving and responsive M&E framework and in accordance with the programming policies and procedures outlined in the CPAP and the UNDP User Guide, the project will be monitored through the following:

#### Quarterly

Quarterly progress reports will be prepared by the Coordination Support Specialist and submitted to the Project Board for oversight purposes, which includes quality management log, issues log, risks log, lessons learned log, financial report and work plan for the following 3 months. The Project Assurance function holder will review the progress reports and update the Monitoring Schedule Plan in Atlas to track key management actions/events. Quarterly progress reports will be shared electronically with members of the TRC Support Group.

#### Annually

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

#### End of Project

In the last year, a terminal TPR will be held to approve project closure. This review will be a final assessment and driven by the Project Board will involve the TRC Support Group and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

The end-project report will be prepared by Coordination Support Specialist within a month after the operational closure on the project. The report should include the summary of overall project results, lessons learned, financial report, asset management and follow-on action recommendation. The final evaluation will be conducted internally by the Project Assurance.

#### Ad Hoc

UNDP Honiara Office will conduct ad hoc oversight of the Project.

Quality Management for Project Activity Results shall be done by the following format:

### Quality Management for Project Activity Results

<b>OUTPUT 1:</b> National Policies and strategies reviewed through conflict sensitive analyses: and tension reduction projects developed and implemented.		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Established and operating TRC International Support Facility</i>	<b>Start Date:</b> April 2009 <b>End Date:</b> December2011
<b>Purpose</b>	Ensure that international support to the TRC is coordinated and delivered in timely and accountable manner in full compliance with UNDP's rules and procedures.	
<b>Description</b>	ISF office furnished and Facility team recruited. Office systems established and operational. Conduct project monitoring and reporting to Government and donors met. Agreements in place for Technical Assistance.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Quality measures for an operative TRC ISF developed. ISF fully staffed. ISF team gender balanced. Resources mobilized to required levels.	Project progress reports	Nov/Dec 2009
Regular reporting of developed quality measures	Project progress reports End-of-project report	Nov/Dec 2009 – December 2011
Final reporting to donors completed satisfactorily and on time.	Observation End-of-project report	December 2011
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Administrative, operational and logistical support to TRC-mandated activities.</i>	<b>Start Date:</b> April 2009 <b>End Date:</b> December2011
<b>Purpose</b>	Provide targeted support to the TRC for key international positions, technical assistance and activities.	
<b>Description</b>	Engage TRC International Commissioners. Recruit TRC Executive Secretary. Assess support needs of TRC. Procedures established for the timely response to requests for support from the TRC. Procurement support of goods and services for the TRC.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
TRC international commissioners recruited TRC Executive Secretary recruited	Project progress report	Nov/Dec 2009
Quality criteria including appropriate gender indicators for goods and services support to the TRC developed	Project progress reports	Nov/Dec 2009
Regular reporting against developed quality measures for goods and services support to the TRC	Project progress reports End-of-project report	Nov/Dec 2009 – December 2011

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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

### **ANNEX 1: Terms of Reference: Coordination Support Advisor**

Post level: International ALD3

Duration of service: 12 months (possibility of extension)

Description of responsibilities:

Provides day-to-day management to the project and reports to Project Board. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Coordinate international assistance based on the needs of the TRC.
- Facilitate and oversee administrative and procurement international support to the TRC
- Formulate progress reports on the work programs of the TRC that require international assistance.

Competencies:

- The incumbent should be proactive and have the ability to discuss openly with all senior officers from the MNURP, and the TRC;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills;
- Knowledge of donor reporting requirements;
- Proven ability to manage other project team members (national and international), understanding gender issues in the workplace and manage diverse and complex tasks; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

Qualifications:

- The expert is required to have an advanced degree in peace studies, public administration, governance or institutional management;
- He or she must have over 5 years experience in government with practical experience in transitional justice and aid coordination;
- He or she must have experience with similar assignments in similar developing countries with mixed experience in the Pacific Islands.

### **ANNEX 2: Terms of Reference: Procurement and Human Resource Support Officer**

Post level: SC6

Duration of service: 12 months (possibility of extension)

Description of responsibilities:

- Under the direction of the Coordination Support Advisor the incumbent is to work with the CPR Team of the UNDP Honiara Project Implementation Unit and counterparts of the Truth and Reconciliation Commission. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:
- Preparation of procurement plans approved by the TRC for TRC activities.

- Organisation of procurement processes including preparation of bidding documents, receipt of quotations, bids, their preliminary evaluation in order to verify accuracy.
- Implementation of operational strategies and procurement services.
- Processing procurement activities.
- Full compliance of procurement activities with the UNDP rules, regulations, policies and strategies.
- Elaboration and implementation of internal Standard Operating Procedures (SOPs) in procurement and human resources in consultation with direct supervisor and office management.

#### Competencies:

- Ability to perform a variety of standard tasks related to procurement and human resource management, including screening and collecting documentation, human resources data processing, filing, provision of information;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment and awareness of gender issues in the workplace;
- Full working knowledge of English, including excellent drafting and presentation skills; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

#### Qualifications:

- Completion of secondary education. Bachelor degree in Human Resources is an asset but not a requirement;
- 5-6 years' relevant experience in human resources and procurement services ;
- Strong skills in Microsoft Office suite including Excel and Word;
- Fluency in written/oral English.

### **ANNEX 3: Terms of Reference: Financial and Administration Support Officer**

Post level: SC6

Duration of service: 12 months (possible extension)

#### Description of responsibilities:

- Under the direction of the Coordination Support Advisor the incumbent is to work with the CPR Team of the UNDP Honiara Project Implementation Unit and counterparts of the Truth and Reconciliation Commission. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:
- Provision of all administrative, personnel and financial support required to the project, ensuring that appropriate control reporting structure are maintained in accordance with UNDP Rules and Regulations;
- To raise payment requests, to secure proper disbursement, and to keep records for auditing purpose;
- Manage financial and admin systems with UNDP CO.;
- To allocate resources as required ensuring the successful operation of the TRC.

#### Competencies:

- Ability to perform a variety of standard tasks related to financial resources management, including screening and collecting documentation, financial data processing, filing, provision of information;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure;



- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment and awareness of gender issues in the workplace;
- Full working knowledge of English, including excellent drafting and presentation skills; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

Qualifications:

- Completion of secondary education. Bachelor degree in Finance or Public Administration is an asset but not a requirement
- 5-6 years' relevant experience in finance, accounting and/or administrative services
- Strong skills in Microsoft Office suite including Excel and Word
- Fluency in written/oral English

**ANNEX 4: Terms of Reference: Non-national Commissioners to the SI TRC**

Position Type: SSA

Duration of service: 12 months (possible extension)

Description of responsibilities:

The TRC Act does not contain a section that explains in particular the duties of the Commissioners. Section 3(3) provides that “the Commission shall consist of five members” and the Act goes on to detail the objectives, functions, powers and administrative and financial remit of “the Commission”: the Commissioners, being the Commission, are responsible for implementing the TRC Act. This overview of duties aims to help Commissioners, but does not replace the full responsibilities and duties set out in the TRC Act:

- Implement the TRC Act (based on the principles, working structures, and timetable detailed in the Act).
- Work with other Commissioners to interpret and apply the TRC Act, developing the values, direction and strategies of the Commission.
- Oversee the recruitment and management of such staff as are required to fulfil the functions of the TRC.
- Oversee the carrying out of the principal functions of the Commission: truth-seeking, promoting reconciliation, helping to restore the dignity of victims, completing the final report of its work (including the Commission’s findings and recommendations “concerning reforms and other measures, whether legal, political, administrative or otherwise needed to achieve the objective of the Commission; namely the object of providing an impartial historical record, preventing the repetition of the violations or abuses suffered, addressing impunity, responding to the needs of victims and promoting healing and reconciliation.” Section 16(2).
- Oversee the executive of the Commission, both in terms of implementing the programme of the TRC and its administrative and financial management.
- Represent the Commission to donors and provide financial accountability to the Parliament and donors.
- Represent the Commission to senior levels of Government, the non-government sector, civil society organisations including religious organisations, traditional leaders and communities, and to the international community.
- Represent the Commission to national and international media.

Specifically, Commissioners will be required to:

- Establish all policies of the TRC (e.g. on substantive matters such as focus/priorities for truth seeking; reconciliation approach of the TRC; witness protection; relationships with civil society and other bodies; how public and participatory the TRC will be; the TRC’s use of local languages; and also on administrative matters such as recruitment and staff policies, remuneration, allowances, vehicle usage).

- Finalise and approve the Strategic Plan of the TRC (prepared with the assistance of the executive).
- Attend regular meetings to review progress and make policy decisions on the basis of reports and recommendations from the Executive Secretary and other staff.
- Act as office-bearers and take responsibility for specific portfolios (see below).
- Liaise with relevant Section Heads of the executive and chair portfolio meetings as required.
- Participate in periodic evaluations of the TRC's programme and administration, and oversee changes as required.
- Compose periodic reports.
- Preside at hearings in Honiara and other parts of the Solomon Islands.
- Resolve issues and problems as they arise in different parts of the Solomon Islands (trouble-shooting).

#### Competencies:

- **Professionalism** – Excellent knowledge of and exposure to a range of legal, human rights, justice, including transitional justice issues, gender issues, the rules governing their protection and the mechanisms available in case of their violations. Proven negotiating and managerial skills; strong ability to take initiatives and to demonstrate autonomy, excellent leadership skills and ability to motivate a multicultural and mixed men/women team; Ability to work and act under pressure in a politically and psychologically difficult environment, with a minimum of comfort and in precarious security conditions; Sound political judgment, impartiality, diplomacy and discretion.
- **Leadership** – Proven ability to provide effective leadership and transfer advice and knowledge to external partners, stakeholders, senior officials and staff at all levels; Proven ability to plan and organize the work of large Units or Offices and provide advice and guidance to others; Proven record of building and managing large teams and creating an enabling environment, including ability to effectively motivate and develop staff.
- **Vision** - An in-depth understanding of the Commission's mandate and strategic direction and ability to transform it into a results-oriented work programme; ability to communicate links between the Commission's strategy and its function.
- **Communication** – Excellent interpersonal, representational and communication skills. Ability to present and defend difficult positions to external partners, victims, stakeholders, senior officials, and to present information in a concise, persuasive and accurate manner.
- **Teamwork** – Ability to establish and maintain trust and effective working relations with men and women of different cultural backgrounds with respect for diversity.
- **Technological awareness** - Good computer skills, including proficiency in word processing, spreadsheets, databases and relevant software packages.

#### Qualifications:

- Advanced university degree (Masters or equivalent) in law, political sciences, social sciences or international relations. A relevant combination of university degree, professional training and experience may be considered in lieu of the advanced degree. is an asset but not a requirement
- At least 15 years of progressively responsible professional experience at national and international levels in the human rights, legal, religious or medical field.
- At least 5 years of supervisory, management and leadership experience. Proven experience in public speaking and representation at high level. Familiarity with the realities of crisis and post-crisis countries.
- Strong skills in Microsoft Office suite including Excel and Word
- Fluency in written/oral English

### **ANNEX 5: Terms of Reference: Executive Secretary to the SI TRC**

Post level: ALD 4

Duration of service: 12 months (possible extension)

Description of responsibilities:

Duties:

- 1) Advise the Chairman of the TRC on policy options and implementation methods appropriate for the efficient management of the Truth and Reconciliation Commission. If the Executive Secretary is appointed before the Commissioners, then on a temporary basis s/he shall provide such advice to the Minister through the Permanent Secretary.
- 2) Be responsible for the day to day management of all aspects of the TRC including:
  - a) Preparation, in conjunction with the Commissioners, of the strategic plan of the TRC, including the budget of the Commission.
  - b) The proper financial management of the TRC , including ensuring that it fulfils all audit requirements in a timely manner,
  - c) Seeking funding from sources external to the national budget, as necessary to support the work of the TRC, and ensure that all donor conditions, including reporting conditions are met.
  - d) Recruitment of staff and short term consultants and other personnel as are approved by Commissioners in order to implement the functions of the TRC.
  - e) Forming a senior management team comprising heads of substantive teams of the Secretariat as well as senior administrative staff.
  - f) Establishing management systems which are transparent and which support all staff to develop and fulfil their functions.
  - g) Develop, in conjunction with the Commissioners and members of the Senior Management Team, all policies and procedures required for good and effective management of the TRC. These should include policies to ensure non-discrimination throughout the TRC, including on the basis of ethnicity background or gender.
  - h) Supervise and support all staff of the TRC, ensuring that systems of supervision are developed and implemented.
  - i) Ensure that the TRC develops and implements continuous training, and evaluation of its work so that Commissioners and staff continuously learn from experience and develop and enhance the work of the TRC.
  - j) Ensure that the Secretariat of the TRC develops and implements all programmes identified by Commissioners aimed at fulfilling the mandate of the Commission.
  - k) Provide support to Commissioners in the development and implementation of the TRC's external relations, including national and international media and national awareness-raising outreach work.
  - l) Facilitate and oversee administrative, financial, logistical and secretarial support for personnel carrying out work for the TRC.
  - m) Prepare regular progress reports on the work programmes and operations of the TRC.
  - n) Manage the office space requirements of the TRC, including in relation to the hiring of premises and any refurbishments which may be required.
  - o) Oversee procurement of equipment required for the functions and operations of the TRC, and maintain an inventory of all assets of the TRC.
  - p) Ensure that there are systems for the secure storage of all TRC files and other documents (hard copy and electronic), including that proper provision is made to guarantee confidentiality as required.
  - q) Any other duties as directed by the Chairperson of the TRC.

Competencies:

- **Professionalism** – Excellent knowledge of and exposure to a range of legal, human rights, justice, including transitional justice issues, gender issues, the rules governing their protection and the mechanisms available in case of their violations. Proven negotiating and managerial

skills; extensive financial and budget reporting experience, and human resource management and development experience; strong ability to take initiatives and to demonstrate autonomy, excellent leadership skills and ability to motivate a multicultural and mixed men/women team; Ability to work and act under pressure in a politically and psychologically difficult environment, with a minimum of comfort and in precarious security conditions; Sound political judgment, impartiality, diplomacy and discretion.

- **Leadership** – Proven ability to provide effective leadership and transfer advice and knowledge to external partners, stakeholders, senior officials and staff at all levels; Proven ability to plan and organize the work of large Units or Offices and provide advice and guidance to others; Proven record of building and managing large teams and creating an enabling environment, including ability to effectively motivate and develop staff.
- **Vision** - An in-depth understanding of the Commission’s mandate and strategic direction and ability to transform it into a results-oriented work programme; ability to communicate links between the Commission’s strategy and its function.
- **Communication** – Excellent interpersonal, representational and communication skills.
- **Teamwork** – Ability to establish and maintain trust and effective working relations with men and women of different cultural backgrounds with respect for diversity.
- **Technological awareness** - Good computer skills, including proficiency in word processing, spreadsheets, databases and relevant software packages.

#### Qualifications:

- Advanced university degree (Masters or equivalent) in law, political sciences, social sciences or international relations. A relevant combination of university degree, professional training and experience may be considered in lieu of the advanced degree. is an asset but not a requirement.
- At least Ten years experience in the field of gender, human rights, peace-building, humanitarian work, transitional justice, conflict prevention, development, or related field, with program and operational management experience, ideally in an international setting.
- At least 5 years of supervisory, management and leadership experience. Proven experience in public speaking and representation at high level. Familiarity with the realities of crisis and post-crisis countries. An understanding of gender issues in post-crisis countries.
- Strong skills in Microsoft Office suite including Excel and Word.
- Fluency in written/oral English.
- Knowledge and experience of Melanesian culture and a sub-regional language an asset.
- Experience with accrual accounting, Results Based Management, and exposure to International Public Sector Accounting Standards is an asset.

## **ANNEX 6: Proposed Terms of Reference: TRC-ISF Donor Support Group**

### **BACKGROUND**

The design of the Solomon Islands Truth and Reconciliation Commission management arrangements—with international support being coordinated through the Truth and Reconciliation Commission International Support Facility (TRC-ISF)—requires recognition and consideration of the responsibilities for programme funding, programme performance monitoring and support to the TRC. It is therefore proposed that the *programme funding, programme performance monitoring and overall TRC-ISF policy direction* responsibilities be entrusted to the Solomon Islands TRC-ISF Donor Support Group (DSG).

### **COMPOSITION**

The initial composition of the DSG is as follows:

- PS, MNURP (chair)
- TRC Chair (ex-officio member)
- TRC Executive Secretary (ex-officio member)
- Senior Representative of UNDP
- Senior Representative of AusAID
- Senior Representative of EC
- Senior Representative of NZ High Commission
- TRC secretariat (rapporteur and secretariat functions)

The DSG will be an integrated structure comprising the members noted above; the inclusion of additional members to the DSG has to be discussed and approved by the Group itself.

Senior representatives of other SIG ministries or institutions, as well as development partners interested in contributing to the financing of TRC can be invited to DSG meetings upon request from the Chair and approval from the Group.

### **FUNCTIONS OF THE DSG**

The principal functions of the DSG will be:

- Review TRC-ISF annual work-plans and budgets;
- Monitor the implementation of the annual TRC-ISF workplans;
- Ensure that TRC-ISF resources are assigned as planned and intended;
- Assist in the mobilization of additional resources for the TRC-ISF, if required;
- Establish and coordinate review committees/consultations as required; and
- Overall policy direction of the TRC-ISF.

In carrying out its functions, the DSG could work together with the TRC Commissioners through the Executive Secretary of TRC in order to achieve both the TRC-ISF's programme results and the TRC's aims.

### **ROLES AND RESPONSIBILITIES**

The Chair of the DSG will:

- Lead the Group meetings and ensure that the proposed agenda is approved and adhered to;
- Call for extraordinary meetings if deemed necessary;
- Ensure that DSG recommendations are implemented; and
- Act as the DSG focal point between meetings.

The Secretariat of the DSG will be responsible for:

- The organization of the meetings, including logistic arrangements to ensure full attendance and participation of the members;

- Prepare the agenda of each meeting and submit it to the Group for approval;
- Make available to the Group any relevant information in a timely manner, including TRC work plans, budgets, reports and evaluations;
- Record the minutes and deliberations of the DSG meetings; and
- Monitor the implementation of agreed follow up actions arising from meetings and report progress at subsequent meetings of the DSG.

#### Frequency of Meetings

The DSG will hold regular meetings, and will meet at least tri-annually, to review progress reports and provide strategic guidance on critical risks and issues facing the project. Extraordinary meetings might be called by the Chair to address relevant and urgent matters.

#### Deliberations of the DSG

The DSG can deliberate on issues included in the approved agenda and relevant to its functions and mandate.

At least three-fourths (3/4) of the members are required to constitute a quorum. Every decision has to be approved by at least the absolute majority of participants at the meeting.

All deliberations have to be recorded in the minutes of the meeting; dissemination of minutes will be determined by the Group itself.

#### Any Other Business

“AOB” will be determined and approved by the Group itself.

**Annex 7 Risk Log**

<b>International Support to the Solomon Islands Truth and Reconciliation Commission</b>					
<b>#</b>	<b>Description</b>	<b>Date Identified</b>	<b>Type</b>	<b>Impact &amp; Probability</b>	<b>Countermeasure/ Mngt response</b>
1	Identification and recruitment of International Commissioners delayed.	Design (31 Oct 08)	Operational	The Commission is unable to commence work as all five Commissioners must be selected and appointed together  Enter probability on a scale from 1 (low) to 5 (high) P = 4  Enter impact on a scale from 1 (low) to 5 (high) I = 4	Coordination and human resource systems established early and finances confirmed.
2	Inadequate financial and technical resources available	Design (21 Oct 08)	Strategic	A delayed and ineffective TRC  P = 3 I = 5	1. Gov't contribution and allocation clear 2. Gov't create a forum to engage donors 3. Agreed mechanism of donor support created 3. Technical advisory and assistance mechanism created
4	Identification and recruitment of international Executive Secretary delayed	Design (28 Oct 08)	Operational	The operational effectiveness of the TRC is limited. Impact operational start up, including appropriate staff recruitment and strategic planning for the TRC delayed.  P=3 I=3	1. Ensure TOR is designed early. 2. Engage donors for assistance and initiate recruitment as soon as is affordable.
5	Selection process for	Design	Political	Legitimacy of Commission	Members of the TRC-NSC take responsibility and conduct process

	Commissioners politically compromised	(28 Oct 08)			jeopardized at initial stages P=1 I=4	in a transparent manner
6	TRC unable to meet the public's expectation. Demand for participation from the public outweighs capacity	Design (4 Nov 08)	Operational		The TRC is ineffective and does not achieve its objective to assist with truth telling and reconciliation. P=1 I=2	ISF establish communication and coordination links with beneficiaries and donor early