



UNITED NATIONS

SOLOMON ISLANDS

UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (2003-2007)

**Office of the United Nations Resident Coordinator
Suva, Fiji March 2002**

Foreword

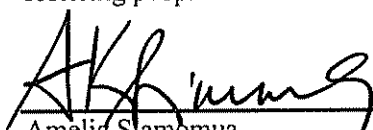
The United Nations Development Assistance Framework (UNDAF) is an essential component of the United Nations programme for reform introduced by the Secretary General in 1997. The UNDAF, which has been endorsed by the Government of Solomon Islands, is a strategic planning framework for UN development operation and cooperation at country level. It provides a basis for increased collaboration arrangements; provides the basis under which UN organizations will support the country's long-term development, according to their comparative advantages; and is also an instrument for promoting dialogue with the Government and the wider donor community.

The goal of the UNDAF is to support the Government's development strategy, with a focus on promoting human resource development to reduce poverty, particularly in the most vulnerable groups and in a manner that ensures sustainability and environmental protection with equal opportunity for both women and men. The three objectives designed to meet this goal are:

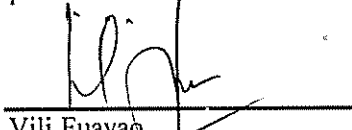
- Improve governance, security and human rights
- More equitable access to sustainable development opportunities
- Improve access, quality and delivery of basic services to all sections of the community

The UNDAF was developed building upon the intensive consultations, held between the Government, civil society, donors and the UN system during 2000 and 2001, in the development of the Common Country Assessment (CCA).

We, representatives of the United Nations Country Team commit ourselves to enhancing the performance and impact of the UN system by promoting an agreed, cohesive response to fostering people-centered development in the Solomon Islands.



Amelia Stamomua
Regional Programme Director
UNIFEM



Vili Fuavao
Representative
FAO



Shichuo Li
Representative
WHO



Catherine Pierce
Representative
UNFPA



Edna Tait
Director
UNESCO Pacific Office



Nancy Terreri
Representative
UNICEF



Nikenike Vurobaravu
Director, ESCAP
Pacific Operations Centre

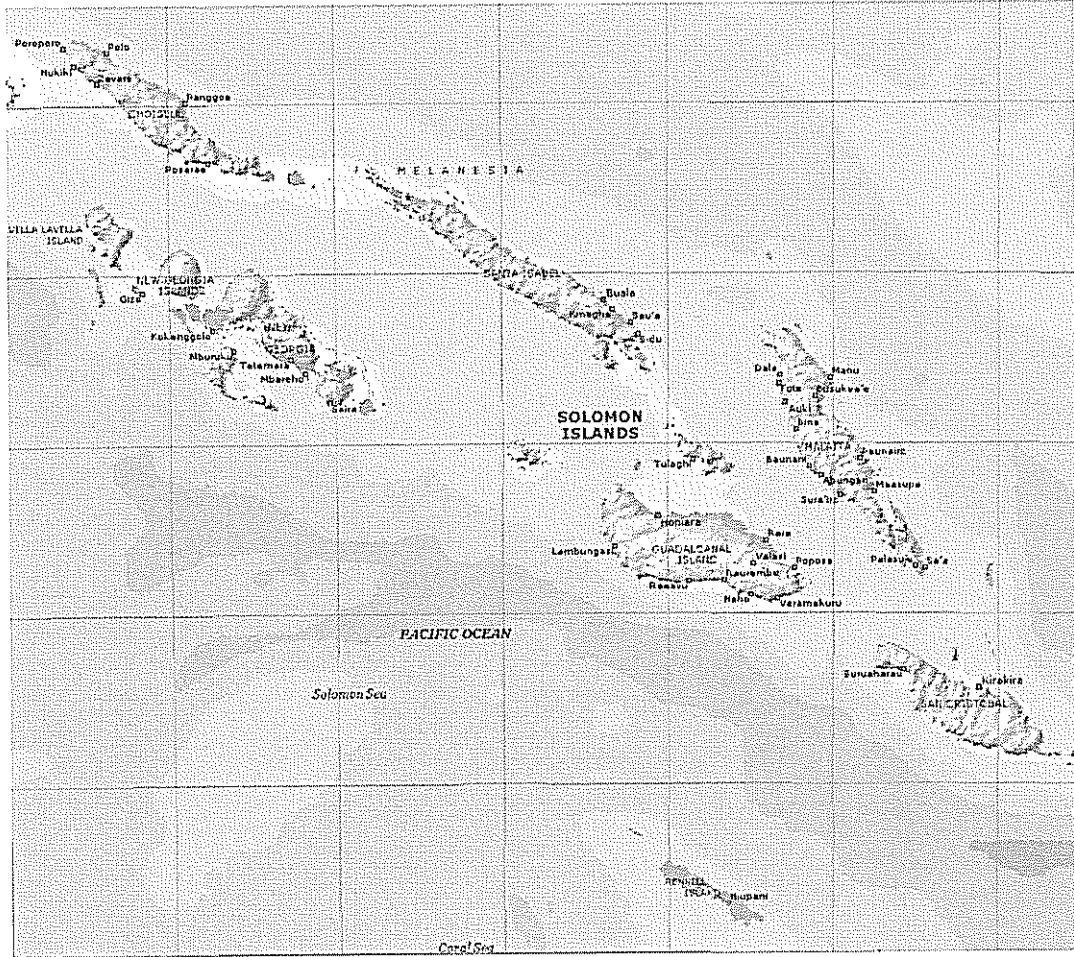


Peter Witham
UNDP Resident
Representative & United
Nations Resident Coordinator



A. M. Zakaria
Director, ILO Office for the
South Pacific

Map



The Solomon Islands
(Source: Microsoft Encarta 2002)

Abbreviations & Acronyms

AIDS	Acquired Immuno Deficiency Syndrome
CCA	Common Country Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
ILO	International Labour Organization
IMCI	Integrated Management of Childhood Illness
MDGR	Millennium Development Goals Report
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
RC	Resident Coordinator
SHD	Sustainable Human Development
STD	Sexually Transmitted Disease
STI	Sexually Transmitted Infection
TCDC	Technical cooperation between Developing Countries
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organization

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I. Executive Summary

1. The preparation of the United Nations Development Assistance Framework (UNDAF) for the Solomon Islands for the period 2003-2007, as well as the Common Country Assessment (CCA) report on which it is based, has been a practical step in meeting the UN Secretary General's vision of a unified system at the country level. Through the CCA/UNDAF process, the UN Country Team (UNCT) has come together with the Government, NGOs, donors and other stakeholders in the development of the Solomon Islands to jointly assess the major challenges facing the country and together with the identification of the comparative advantages of UN agencies identified key aspects of future UN support.

2. The most pressing challenge facing the Solomon Islands is to find a satisfactory and sustainable solution to the security and law and order problems of the country. The Solomon Islands economy has slipped into a deep crisis, with by far the biggest contributor to this situation being the armed conflict –resulting in the breakdown of effective governance and the poor management of the economy. The CCA emphasized that the continued activity of armed bands of militants (and of their 'solution', the special constables) poses a threat to the continued viability of the nation state. Three factors stand out in this respect, namely: the poor state of law and order arising from the conflict; the lack of national unity; and the hijacking of the national treasury through cash payments to individuals who threaten and intimidate.

3. The armed conflict has arisen as an outcome of a struggle for resources, with its origins in poverty of opportunity, distribution and resources. This situation has been compounded by a lack of good governance. Much of the development and use of the country's resources has led to inequity in the benefits derived from the use of the country's land and other natural resources.

4. In these circumstances it is vital that while short term measures to address the humanitarian needs and to disarm, restrain and reorient militants and the special constables there is also a need to quickly move to address longer-term development needs involving issues of: geographical imbalances; resettlement and reintegration of war-affected people; land issues; the development of meaningful opportunities for youth to engage in productive activities; and improved governance at all levels. It is also important to recognize that activities will be formulated that address the development and security/peace concerns simultaneously.

5. The Government has identified five crucial challenges that must be tackled if confidence is to be restored in the economy. These are: (i) to reverse the decline in the country's production, exports and income; (ii) reform the management of the Government's finances: reduce expenditures, increase revenues and improve debt management; (iii) initiate a new arrangement for provinces and allocate resources more equitably; (iv) repair, upgrade and maintain the country's physical infrastructure; and (v) revive programmes in the social sectors, particularly in health and education.

6. The overall goal of the UN assistance in the Solomon Islands throughout the period covered by the UNDAF will be to:

'Support Solomon Islands' national development strategies for achieving peace and security, improved governance, and sustainable economic and social development through enhanced resource management and equitable access to quality basic services.'

7. In seeking to achieve this goal, the UN acknowledges national sovereignty and aspirations for self-reliance as well as the need for development policies and strategies that take account of Solomon Islands' social, political and economic structures.

8. On the basis that peace would continue and the economy stabilized, the UN agencies would hope to make a meaningful and catalytic contribution towards progress in meeting the following objectives, in support of the broader goal, while setting in motion processes that will pave the way for lasting solutions.

- 1) Improve Governance, security and human rights
- 2) More equitable access to sustainable development opportunities
- 3) Improve access, quality and delivery of basic services to all sections of the community.

9. The UNDAF sets down a range of cooperation strategies to meet these objectives. These cover both ways to strengthen coordination between the UN agencies as well as with major development partners supporting the Government's development programme. The coordination strategies are defined in terms of (i) mutually reinforcing activities (ii) advocacy; (iii) strategic partnerships and policy dialogue; (iv) knowledge networking and information sharing; and (v) capacity building and institutional development.

II. Introduction

Structure of UNDAF

10. The UNDAF serves as the common frame of reference for UN cooperation in the Solomon Islands and follows a standard structure¹ that consists of six key sections:

- 1) **Introduction** setting out the background and processes adopted for the preparation of the CCA document and the UNDAF
- 2) **Rationale** or a brief summary of the overall mission of the UN in Solomon Islands, the lessons learned from previous cooperation and the key competencies and comparative advantages of the UN system in supporting the Solomon Islands' development
- 3) **Goals and Objectives** describes the key themes emerging from the CCA analysis of the key development challenges facing the country and is the basis for identifying the overall goal and objectives of future UN support
- 4) **Cooperation Strategies to attain the UNDAF Objectives** are identified with the focus on how the UN system can best work together in support of the Government, while at the same time promoting partnerships with other stakeholders. This section draws on the lessons of the past as well as the identified advantages that the UN system has over others
- 5) **Follow-up and Review** considers how the UNDAF will be implemented as well as the monitoring and review arrangements
- 6) **Programme Resources Framework** identifies the resources required to support the outputs/outcomes developed in accordance with the three UNDAF objectives

¹ See *UNDAF Guidelines: United Nations Development Assistance Framework* (United Nations: April 1999)

Background to the CCA & UNDAF

11. The United Nations Development Assistance Framework (UNDAF) was first mandated in the Secretary General's July 1997 report entitled *'Renewing the United Nations; a Programme for Reform'*, which is a blueprint for the UN Reform Programme. It seeks to facilitate the goal-oriented collaboration, coherence and mutual reinforcement called for by the UN Secretary General and endorsed by the UN General Assembly. It is the second stage of a process that begins with the development of a Common Country Assessment (CCA).

12. The CCA was developed by the UN, together with national and international partners, to assess and analyze the development situation, in terms of progress towards national targets, and towards agreed objectives from global conferences. Part of the work in developing a CCA report is the establishment of a database of development indicators that can then be used to measure future progress. The development of country specific indicators to measure national progress toward achieving the Millennium Development Goals (MDGs) is a useful outcome of the CCA/UNDAF process, providing opportunities for the UNDAF monitoring and review process to be integrated with national MDG reporting commitments.

13. This UNDAF is a strategic document that gives effect to UN reform in the Solomon Islands, as an instrument to promote cooperation and enhanced coordination between UN agencies and with the Government. It provides a basis on which UN agencies respond to the development priorities of the Solomon Islands, highlighting interventions where UN support is expected to be an advantage and/or there are opportunities for maximizing cooperation with others. This UNDAF builds on the Common Country Assessment (CCA) report by providing a coherent strategy upon which the respective constituents of the UN system, providing support to Solomon Islands, will develop country programmes.

The Solomon Islands CCA/UNDAF Process and Participation

14. In the period November 2001 to February 2002 consultants were engaged to compile the Solomon Islands CCA, guided by a Working Group of UN agency representatives based in Fiji². There was an initial briefing in December 2001 in Suva, Fiji of representatives from the four countries³ for which a CCA/UNDAF process was being introduced and this was then followed by an intensive round of in-country consultations to collect data and information for the analysis which followed. For purposes of validation a draft CCA was considered by Solomon Islands Government officials and representatives of local NGOs at a two-day workshop in Honiara on 20–21 February 2002⁴. A final draft CCA⁵ was circulated to Solomon Islands Government,

² UNDP, UNICEF, UNFPA, UNIFEM, WHO and ILO all serve Solomon Islands from Fiji, UNESCO and FAO from Samoa and the UN regional commission ESCAP from Vanuatu. Other UN agencies are able to offer assistance from their respective headquarters

³ A meeting was held in December 2001 in Suva, Fiji to discuss the CCA/UNDAF process with government officials and CSO representatives from the Solomon Islands, Vanuatu, Tuvalu and Kiribati

⁴ See Report of the CCA/UNDAF IN-Country Consultative Meeting held with Government, NGO and Donor partners at the Commonwealth Youth Programme (CYP) Building, Honiara, Solomon Islands, 20-21 February 2002 (UNDP, Suva 28 February 2002). Forty people attended the meeting (Government 14, NGOs 9, donors 4, regional organisations 1, and UN 12 from UNICEF, UNFPA, UNDP, ILO WHO and High Commission for Human Rights).

⁵ As the UNDAF was being finalised, the CCA was undergoing minor final editing

representatives of the local NGOs, UN agencies and donors for finalisation of the document by end-April 2002.

15. The CCA highlights the key development challenges and opportunities facing the Solomon Islands as the government and its people seek to rebuild the nation following a period of significant and extended civil unrest. With a new Government and continuing uncertainty about likely levels of necessary external assistance the CCA identifies a number of national priorities. Where appropriate, these priorities are linked to the goals and agreements reached at several global UN conferences as this can be a useful way of measuring progress in addressing the development priorities.

16. The UNDAF has been prepared as a second step in the CCA/UNDAF process and as a result is based on the consultative processes described already that have taken place between the Government, UN system and other stakeholders, including non-governmental organizations, civil society, the private sector and the external donor community of Solomon Islands. The UNDAF focuses attention on dialogue with a range of partners of the UN system in Solomon Islands, including seeking input into the process from UN agencies outside of Fiji, the base of the Resident Coordinator.

2. Rationale

Mission of the United Nations in the South Pacific

17. The mission of the UN agencies in the South Pacific is to promote the improvement of the quality of life and the promotion of sustainable human development, through the reduction of social and economic disparities, with special attention given to the more vulnerable groups. Following impartial and non-discriminatory practices, especially with regard to gender, the UN will:

- Support national priorities and initiatives to assist with the alleviation of poverty and malnutrition
- Encourage active participation of civil society to promote a cohesive society
- Support Solomon Islands' role and commitment to regional development and global cooperation
- Promote compliance with UN Declarations, Conventions and Resolutions
- Promote conservation of the environment
- Encourage a multisectoral approach in the fight against the HIV/AIDS epidemic

Lessons Learned

18. A number of important lessons have been learned from UN cooperation in Solomon Islands over the last five years. Many of these are common to the implementation of development assistance programmes in Pacific island countries but a number are particularly relevant to the Solomon Islands. It will be important that careful attention is paid to these in the design of activities to be implemented in support of the UNDAF.

19. Some of the key lessons learned are:

- the need to design interventions that are capable of being implemented despite a poorly functioning central administration. The conflict in the Solomon Islands disrupted the

delivery of basic services to communities. However, despite a loss of momentum, the work of the UN agencies has continued. Given the potential for continued unrest, it will be important that the programmes to be delivered in the period 2003-2007 are designed in recognition of this fact and include measures to minimize the risk of disruption. This will include working closely with NGOs, many of which are able to support the delivery of services to the community without major inputs from the central administration of government.

- the relevance of designing development support efforts that may have as their primary purpose to address a longer-term development issue but which more immediately contribute to conflict prevention or conflict management
- the importance of flexibility in the implementation of programmes and projects to ensure that adjustments can be made to reflect changed circumstances. The situation in the Solomon Islands remains unpredictable which requires that development assistance partners are alert to emerging opportunities as well as new conditions which may require a new form or mode of assistance or in more extreme situations a termination of assistance completely.
- the significant cost of time and resources to ensure security of project personnel, supplies and equipment when a country is facing a breakdown in law and order. In these circumstances it is vital that project interventions take adequate precautions to reduce losses through theft or sabotage.
- the importance of a local UN presence cannot be underestimated. This is of particular importance in Solomon Islands where the situation remains fluid and where successful implementation of programmes requires a constant and visible presence of UN personnel.
- the importance of UN activities being viewed as catalysts for change – a process which requires regular and sustained reminders to local planners and implementers of issues relating to human rights conventions and global commitments, and in particular the rights of women and children.
- the need to ensure that UN initiatives are developed, recognizing that the nature of policy formulation and implementation requires consistent monitoring and capacity to adjust as situations evolve.

20. The focus on objectives and verifiable outcomes in the UNDAF is expected to help avoid a key concern of the past where the emphasis was often on the production of a plan, report or policy paper rather than implementation and institutionalization of actions and processes. Experience from the past highlights the importance of the UN:

- fostering increased recognition of NGOs and CSOs and the contribution they make to assisting the Government meet its development objectives
- playing an advocacy and conduit role UN agencies play in the management of resources provided by external agencies
- acting as a neutral, honest broker
- increasing access to regional and global information networks to enhance Solomon Islands' exposure to a broad range of knowledge and technical advisory services
- ensuring innovation, flexibility and focus in the delivery of assistance
- allowing full stakeholder participation and ownership
- promoting a greater focus on crosscutting issues
- helping to develop and verify appropriate technical standards

21. A list of lessons learned appears as Annex 1

Comparative Experience

22. Recognizing the overall mission of the UN system, the lessons learned from the past and following a review of the significant challenges facing Solomon Islands it is critical that the UN system focus its support and develop interventions that are likely to achieve tangible results in the five-year timeframe of 2003-2007. A key to the development of the UNDAF has been the importance of identifying outcomes and outcome indicators which can be measured and which allow for a coordinated UN response as well as opportunities for cooperation with other development partners.

23. The United Nations in Solomon Islands continues to be in a special position to provide a non-partisan and inclusive approach to development assistance as well as bring to the Solomon Islands examples of good international practices. There are specific areas of assistance, particularly in the areas of governance, where bilateral donors often find it difficult to offer advice and support because of the complex nature of their relationship. The UN system is seen to be neutral, promoting the policy perspectives of its membership, which includes the Solomon Islands. UN initiatives must have the backing of the Government as it will be through its support that donor funding will be mobilized.

24. The Solomon Islands, as with most other countries, has signed on to a number international UN agreements and conventions that require national commitment. A key aspect of the UNDAF process is to find ways that the UN system can assist the Government meet these commitments and targets that were developed under the Millennium Development Goals. Of key concern is the need to ensure that MDGs and indicators are reviewed and where necessary adjusted for the Solomon Islands so that they are realistic, achievable and easily reported upon.

25. The UN system can also play an important role in mobilizing support for the implementation of policy changes that may be supported globally but have not been acted upon locally. Increased advocacy to promote awareness of global commitments can be a catalyst to local community groups to foster and initiate policy change. In the past the UN has played an important role in raising awareness of cross cutting issues such as the environment and gender and the multisectoral nature of the fight against HIV/AIDS.

26. Cost-sharing by the Government and Third Party cost-sharing arrangements with donors provide important contributions to the UN system. This highlights the importance of the UN system maintaining the confidence of bilateral agencies in their implementation and management capacity and to maintain Government's belief that UN supported activities are highly relevant to national priorities.

Goals and Objectives

Key Development Challenges

27. The overriding challenge facing the Solomon Islands is to find a satisfactory and sustainable solution to the security and law and order problems of the country. This was

summed up by the Prime Minister, Hon. Sir Allan Kemakeza in an address to the Economic Association of Solomon Islands on 22 February 2002⁶, when he stated that

'From a period of relative strength just a few year's ago, the Solomon Islands economy has today slipped into a deep crisis. Some of these problems have been caused by factors beyond our control. But by far the biggest contributor to this situation has been the armed conflict –resulting in the breakdown of effective governance and the poor management of our economy'.

28. The CCA emphasised that the continued activity of armed bands of militants (and of their 'solution', the special constables) poses a threat to the continued viability of the nation state. Three factors stand out in this respect, namely: the poor state of law and order arising from the conflict; the lack of national unity; and the hijacking of the national treasury through cash payments to individuals who threaten and intimidate.

29. The Government has identified five crucial challenges that must be tackled if confidence is to be restored in the economy. These are:

- 1) To reverse the decline in the country's production, exports and income
- 2) Reform the management of the Government's finances: reduce expenditures, increase revenues and improve debt management
- 3) Initiate a new arrangement for provinces and allocate resources more equitably
- 4) Repair, upgrade and maintain the country's physical infrastructure
- 5) Revive programmes in the social sectors, particularly in health and education

30. While progress in improving the human development was slow in the Solomon Islands, the conflict has made the task even more difficult. The 2000 UNDP global Human Development Index places the Solomon Islands 121 out of a total country list of 174 (not listed in 2001).

31. The CCA highlights the importance of addressing key challenges if the impact of the conflict is to be reversed. In particular, emphasis is placed on the need to:

- **advance the peace process** to remove the threat of weapons from society, restore confidence in the security forces and give investors confidence to return to productive activity
- **improve governance** to promote enhanced accountability and transparency and increased community participation
- **reduce poverty of resources and opportunity** through improved access to and quality of services and to ensure more equitable access to sustainable development opportunities

32. The restoration and maintenance of peace, poverty reduction and improved governance comprise a closely linked historical, political, economic and social nexus of challenges and opportunities. For this reason, progress on any single front will be frustrated without commensurate progress on the other.

⁶ Extract from speech by the Solomon Islands Prime Minister made in Honiara at a meeting of the Economic Association of Solomon Islands on 22 February entitled '100 days and beyond – restoring economic growth in Solomon Islands'

Advance the Peace Process

33. The key to any sustainable improvement in the lives of Solomon Islanders rests with the achievement of lasting national peace and security of person and property with success in restoring confidence in the institutions of law and order combined with significant and sustained advances in the reconciliation processes. There is a need to restore confidence generally in the community to reduce fear and skepticism. It will also be essential that while promoting conflict resolution and reconciliation, steps are taken to address (i) equity of access to development; (ii) improvement in governance and human rights; and (iii) better access to, quality and delivery of services and employment opportunities

34. The armed conflict has arisen as an outcome of a struggle for resources, with its origins in poverty – not a poverty of grinding hunger but a poverty of opportunity, distribution and resources. This situation has been compounded by a lack of good governance. Successive governments have lacked accountability and in a number of cases Government policies and procedures have become the captive of special interest groups. Much of the development and use of the country's resources has led to inequity in the benefits derived from the use of the country's land and other natural resources. The majority of people of Solomon Islands living in villages in the rural sector have largely been sidelined in development programmes with much of the benefit accruing to a few.

35. In these circumstances it is vital that while short term measures to address the humanitarian needs and to disarm, restrain and reorient militants and the special constables there is also a need to quickly move to address longer-term development needs involving issues of: geographical imbalances; resettlement and reintegration of war-affected people; land issues; the development of meaningful opportunities for youth to engage in productive activities; and improved governance at all levels. It is also important to recognize that activities will be developed that address the development and security/peace concerns simultaneously.

Improve Governance

36. There is widespread recognition in the community and government of the urgent need for improved governance and economic management. The country is highly aid dependent, highlighting the need to strengthen national policy development and implementation processes. Significant, and in some cases dramatic, changes in the structure of government, policies and institutional cultures are needed. Public confidence in the institutions of the State is low, with the community largely left out of the decision-making processes of the Parliament and Government. Effective governance requires that state power be exercised in ways that are accountable, representative, transparent, efficient and equitable. It is also important that the citizens of the country understand their political and governance system and that communications between the central administration and provinces are improved.

37. There are serious shortcomings in accountability at both political and administrative levels. Most of the necessary institutional structures are in place but many have become ineffective because of a lack of resources or political interference in staff appointments and the daily operations of these institutions. Public confidence in many of these institutions has been seriously eroded during the period of civil unrest. Some leaders are prone to consider human rights ideals as contradictory to traditional principles and beliefs. This has a particularly profound impact on the way the rights of women and children are interpreted.

38. The current government is developing a policy on the devolution of responsibility and is seeking to introduce a form of federalism. This issue is not new in the Solomon Islands but for many it is considered to be the approach required if there is to be lasting peace. A key aspect of the debate over federalism is the issue of access to the benefits derived from resource exploitation, with some communities suggesting that others have been unfairly rewarded for income earned on resources from their province or district.

39. There is considerable diversity both between and within the provinces and these differences need to be carefully analyzed and understood when considering development opportunities or addressing the uneven access to quality services and employment opportunities. A key aspect of this diversity is the need to allow flexibility in the way resources, including land are managed. This will promote management regimes that take maximum account of traditional and community interests.

Reduce poverty of resources and opportunity

40. There are two closely interrelated aspects which have an immediate impact on people in the Solomon Islands – the first relates to the inability of many people to gain adequate access to quality basic health and education services, this is of particular concern to those living in isolated rural areas and those vulnerable groups living within or on the fringes of urban areas. It is also clear that women and children are often the most affected when service delivery is inadequate. The second aspect is the lack of employment or income generation opportunities for a significant section of the youth in the Solomon Islands. Again people living in rural areas are often most affected but with the large numbers of people gravitating to urban areas seeking employment many of these are finding it difficult to secure access to a sustainable livelihood.

41. The difficult financial situation facing the Government along with the closure or scaling back of private sector activity as a direct consequence of the crisis has made the delivery of basic services problematic and the creation of income generation opportunities almost non-existent. While more children now survive birth and infancy, attend school, complete basic education and live in households with reasonable access to sanitation and safe drinking water, living standards for all Solomon Islanders have been affected by the crisis. Societies that were once fairly egalitarian now have visible poverty, especially in the squatter settlements close to urban centers, where many people no longer have access to land and among vulnerable sections of the community living in rural areas, where there is limited cash income to pay school fees and ensure access to adequate health care.

42. The CCA suggests that in both the health and education sectors there is a reasonable distribution of standard infrastructure throughout the country, although the situation has worsened as a consequence of the conflict. There are often transport and communication constraints to maintaining services as well as shortages of qualified and trained staff and incentives for them to work in rural areas. The poor state of the Government's finances has caused disruptions in services, in the supply of pharmaceuticals and equipment and in staff not being paid.

43. Issues of gender equity, the importance of the environment and human rights are central to many of the development problems identified earlier. However, equally important is to understand that the development challenges are cross sectoral in nature and, for example, to reflect on the fact that in many situations an improvement in education and health services will often only be possible if there is improvement in transport infrastructure and communications systems. It is also understood that health improvements are closely linked to improved education opportunities for women.

Priority Development Goal and UNDAF Objectives

44. The overall goal of the UN assistance in Solomon Islands throughout the period covered by the UNDAF will be to:

'Support Solomon Islands' national development strategies for achieving peace and security, improved governance, and sustainable economic and social development through enhanced resource management and equitable access to quality basic services.'

45. The development challenges facing the Solomon Islands requires concerted and consistent efforts over a long period of time. At the time of the preparation of this UNDAF the situation in the Solomon Islands remains uncertain. The extremely poor state of the economy, with the cumulative decline in real GDP between 1999 and 2002 estimated to be as high as 25-30%⁷, means that external support from the multilateral lending institutions and major bilateral donors will be required. However, before this will be made available a number of benchmarks to demonstrate progress in financial and economic reform need to be met by the Solomon Islands authorities.

46. Against this background it is difficult to predict the exact nature or most appropriate form of assistance that should be provided by the UN system for the five-year period, 2003-2007. For UNDP there is an expectation that if peace can be maintained steps will be taken immediately to demobilize the combatants and reintegrate them back into society, with employment and livelihood options identified.

47. For other UN agencies there would also be a need to adjust capacity building programmes to reflect the deteriorated financial position of the Government, with increased support for the procurement of supplies and equipment. However, these actions would only be taken if there was improved security for such supplies and equipment and a good chance that service delivery systems could be restored and strengthened.

48. On the basis that peace would continue and the economy stabilized, the UN agencies would hope to make a meaningful and catalytic contribution towards progress in meeting the following objectives, in support of the broader goal, while setting in motion processes that will pave the way for lasting solutions.

Objective 1: Improve Governance, security and human rights

Outcomes expected are:

- Environment/process for peace building/reconciliation in place
- Community participation in national policy development processes, including clear role for women and young girls and boys
- Improved transparency and accountability within decision making, including a better informed population on political and governance system

⁷ World Bank-Asian Development Bank Joint Mission report, 19 March 2002

- Elected representatives and civil service have capacity and are able to adhere to good governance principles
- Strengthened national capacity for design, management and coordination of development assistance supported programmes and projects
- Widespread awareness of relevance of human rights and international human rights conventions such as CEDAW and CRC and implementation processes in place and actioned
- Sex disaggregated data and analysis, including gender analysis, available to support policy and programme development

Objective 2: More equitable access to sustainable development opportunities

Outcomes expected are:

- Access to development opportunities to enhance food security and promote integrated rural development
- Transparency and increased participation (of women and youth and marginalized groups) in all stages (planning, implementation etc.) of national/regional development
- Environment policy implemented to promote sustainable development opportunities
- Population dimension integrated into National and Sectoral Development Planning

Objective 3: Improve access, quality and delivery of basic services to all sections of the community

Outcomes expected are:

- Health sector reformed and staff trained to promote equitable distribution of health services in the country
- Improvement in health settings
- Reduced morbidity and mortality from communicable diseases (Malaria, TB, Pneumonia, dengue, ARI) in the country.
- Reduced morbidity and mortality from non-communicable diseases in the country.
- Reproductive /maternal health improved through delivery of cost-effective reproductive health strategies
- National multisectoral HIV/AIDS strategy developed and implemented
- All children complete basic education.

- Girls education given increased political and community support
- Increased participation of youth in decision-making together with expanded employment and livelihood choices opportunities for young people

49. In focusing on these three objectives, UN agencies will also strive to mainstream a number of issues that cut across all sectors. These crosscutting themes reflect a central philosophy about the nature of development that the UN supports. In all its interventions, the UN will seek to mainstream and build an improved understanding of the importance of gender equality, environmental sustainability, respect for culture and tradition and protection and promotion of human rights. In addition, while Solomon Islands is currently a low prevalence country for HIV/AIDS it will be important that it adopt a multisectoral awareness raising response to ensure that the impact of the global epidemic is minimized.

Gender equality

50. The United Nations will address gender disparities in Solomon Islands through a number of strategies that specifically introduce measures to raise awareness of gender issues as well ensure that all development activities take into account the need to promote gender equality. This will include ensuring that data is disaggregated by sex, that the importance of education for girls is promoted, that both women and men are considered equally in the development of activities funded by the Government, that UN sponsored training programmes encourage equal participation by both men and women and that all governance activities highlight the equal role women and men should play in policy development and decision making. The integrated UN gender working-group will actively pursue the integration of gender concerns into programmes and projects covered by the UNDAF from formulation to review.

Environmental sustainability

51. While a range of environmental issues are addressed in the three objectives identified for focus in the UNDAF there still remains a need for UN support to promote the cross cutting nature of environmental issues. Almost all development decisions impact in some way of the sustainability of the environment and as a consequence it is important that its consideration not be confined to primarily issues of resource use and access. The UN system will promote the cross cutting nature of the issues and promote the mainstreaming of environmental issues into policy formulation and implementation in areas such as international trade, industrial development, transport and communications and health care.

Culture and tradition

52. The culture and tradition as well as the ethnic diversity of the people of the Solomon Islands requires that development efforts are sensitive to the impact modernization and globalisation will have on community structures and roles of traditional leadership. UN programmes will be designed considering the cultural differences and to reflect the role of traditional kinship and leadership.

Human rights

53. The UN system will promote human rights by supporting people's access to an equal share of the benefits of development, to the fulfillment of basic human needs, and to information

and opportunities for active participation in economic life and decision-making. Support to the implementation of the CRC and the CEDAW will be particularly important instruments in this regard and will be complemented by the promotion of development rights for all in the design and implementation of UN supported activities.

HIV/AIDS

54. Although the impact of HIV/AIDS has not become apparent in Solomon Islands it is important that a comprehensive multisectoral response is implemented to promote awareness and understanding in the community about the threat of the epidemic. The UN team under the umbrella of UNAIDS has developed a regional programme through which support will be available to Solomon Islands to meet this need.

Cooperation Strategies to Attain UNDAF Objectives

55. The ongoing global changes and emergent role of the UN have a strong influence on the way the UN system operates in Solomon Islands. A high priority has been to develop a more coherent set of objectives that are supported by measurable outcomes and well-defined outputs. The limited capacity of the national administration to provide services to the diverse community, scattered across a country with limited transport and communication infrastructure as well as varying capacity across sectors to support national execution of externally funded projects present other challenges for a UN system with limited resources. There are also concerns in developing effective coordination mechanisms with donor agencies.

56. A particular challenge for the majority of UN agencies working in the Solomon Islands, as with most other Pacific island countries, is the lack of a consistent on the ground presence. As a consequence efforts will be made to strengthen the existing capacity. WHO and UNDP are the only agencies with offices in Honiara, while others rely on regular visits by programme management staff. A related issue for the Solomon Islands is that the UN agencies supporting Solomon Islands do not operate under a single Resident Coordinator's office. A number of agencies (UNDP, WHO, UNICEF, UNFPA, UNIFEM and ILO) support Solomon Islands from Suva, Fiji where the UNDP Resident Representative is the Resident Coordinator, while UNESCO and FAO are based in Apia, Samoa and work under the Resident Coordinator's office based in that country. The ESCAP Operations Office is based in Port Vila, Vanuatu while other UN agency support is coordinated directly from their headquarters or regional offices based outside of the Pacific. The complexity of these arrangements adds to the burden of coordination and makes ongoing cooperation problematic.

57. UN assistance will be designed to promote the UN system as an 'innovator' and a 'catalyst', both in terms of the nature of the activities supported and in the partnerships developed. Equally important will be to ensure that UN interventions are flexibly designed and implemented to allow adjustment in delivery to reflect changing circumstances. A key partnership will continue to be with NGOs and CSOs as these organizations are central to fostering sustainable development, with many directly involved in the delivery of basic services. Efforts will also be made to further increase the understanding of the different role the UN can play to that of external donors. As in many countries, the role of the UN system is often seen as a donor, with confusion over the role UN agencies can play as a partner in helping coordinate donor support. Resource and capacity constraints with the UN system preclude the development of large-scale interventions, with the role more significantly being to catalyze the involvement of the Government or members of the donor community.

58. UN agency collaboration at the operational level will take the form of a mix of complementary joint, parallel and agency-specific projects and programmes. While joint programming will be undertaken where it adds value, the prevailing form of UN agency collaboration in Solomon Islands will be through a set of complementary and mutually-reinforcing parallel or agency-specific programmes and projects designed to support shared outcomes for achieving one of the three UNDAF objectives. In some cases the support provided by the UN system will be through regional initiatives and in these cases it is important that all partners understand the precise nature and extent of assistance available to Solomon Islands.

59. The UNDAF will be an important vehicle for resource mobilization for the UN system and as a consequence it will be vital that donors recognize the spirit of cooperation and coordination that is the basis of the process. Strategic approaches for UN collaboration already exist in a number of the initiatives identified in the UNDAF while for others strategies will need to be developed along with mechanisms for strengthening partnerships with donors and other stakeholders committed to supporting development in Solomon Islands.

60. The following are the strategies to be adopted in the implementation of the UNDAF:

Mutually Reinforcing Activities

61. The UN system will build on the success of past activities and develop an integrated mutually reinforcing set of interventions for one or target provinces. With the support of the Government, the UN will identify target beneficiaries at provincial level who demonstrate a capacity to implement and a track record of sustained commitment to planning and implementation of projects designed to support their local communities. Through the planning processes developed at provincial and community level under the UNDP sponsored *'Development Administration and Participatory Planning Programme for Provincial governments and rural and outer island communities'* resources from a number of UN agencies would be focused across the three UNDAF objectives to address locally identified needs in the areas of quality service delivery and access, improved governance and resource management.

Advocacy

62. The advocacy role of the UN system has been entrusted to it by the member states of the UN and as a consequence the UN enjoys a strong relationship with the Government and its development partners. In principle, the rights-based approach is emphasized with programme and project initiatives regularly reported in the local media. The UNCT enjoys good access to all of the main forms of communication in the country. In the case of the WHO, the agency's programme is integrated within the Health Department and is supporting the development of the country health strategy as well as providing technical and policy support to Government and external donors.

63. All activities embarked on by the UN system are carefully discussed with Government counterparts to ensure compatibility with national development priorities. This is primarily achieved through individual agencies sharing their key-planning documents and in the formulation of programme/project interventions ensuring the Government is made aware of the comparative advantage of broader UN system cooperation with the country.

64. The commitment of successive Governments to the wide range of global declarations and conventions has been made clear through policy statements and national development strategies. However, as in many other countries regional and international commitments are often difficult to

realize because of competing priorities for budget resources and the need to meet a wide range of challenges simultaneously. As a consequence the commitments made internationally are often set aside or their implementation not reported on effectively. A key role of the UN system in Solomon Islands over the next five-years will be to strengthen local capacity to maximize regional and global commitments and support efforts to integrate the monitoring and reporting requirements of the international commitments with the Government's own planning and budgeting mechanisms.

Strategic Partnerships and Policy Dialogue

65. The UN system works closely with the Government and its external development partners operating in Solomon Islands. However, the lack of a consistent UN presence locally has hampered efforts for ongoing cooperation. The strategy adopted by the UN will be to work with the Government to identify opportunities and wherever possible ensure full consultation with other potential partners. The UN will respond to requests for support where it is considered that the UN system has a comparative advantage, or can offer an alternative partnership approach.

66. A key issue for Solomon Islands is the ongoing capacity constraints of a government administration that remains under-resourced in both skills and finances. Against this background a key issue is to promote strategic partnerships in the delivery and management of programmes and project delivery. This requires exploring the possibility of more joint programming and evaluations between UN agencies but also with other development partners. It is also important that within individual agencies greater attention is paid to strengthening Solomon Islands' access to global and regional initiatives and to ensuring that these opportunities are linked with national undertakings.

67. An important aspect of the partnership strategy is to build on the potential for learning and strengthening capacity through networking with others. With South-South Cooperation and technical cooperation between developing countries (TCDC) both important avenues of support. The strengthening of IT connectivity beyond Honiara is integral to the success of finding and promoting opportunities for partnerships with NGO, CSO and other stakeholders in Solomon Islands.

Knowledge networking and information sharing

68. The UN system will provide to the Government and other development partners, policy-relevant information, lessons of experience and examples of innovative practices and policies and implementation aspects. Where possible, it will participate in joint feasibility and design missions to promote information exchange across agencies and present unified solutions to development challenges. An important element of this approach will be to promote the importance of cross-sectoral linkages and the key nature of considering broader crosscutting issues such as gender, HIV/AIDS and information technology when designing sector specific interventions. This is critical as the Government development focus remains strongly based on the sector approach and will be an important element of the work of the UN system Theme and Working Groups

Capacity building and institutional development

69. Capacity building and institutional development are closely interrelated and interdependent. The experience in Solomon Islands, suggests that it is necessary for the Government and its development partners to find new ways of approaching these issues if the

country is to be able to overcome continued capacity constraints and institutional weaknesses to promote development. In this regard, the UN system can play a unique role in helping develop more innovative ways for providing technical assistance and for ensuring 'ownership' of institutional changes that will be required. Without local ownership there will continue to be a lack of success in implementation of the various policy and planning initiatives that have been promoted.

70. Key issues for capacity building are the availability and continuity of counterparts and recognition that the process of building capacity can be a slow, and often, disrupted process. Against this background, the UN system will ensure consistency and commitment to providing quality technical support, with the choice of advisers paramount in maximizing the engagement of counterparts. It is necessary that advisers recognize the cultural and social difference to work attitudes and workplace relations in Solomon Islands and design policy and planning proposals that respect these differences. Solutions must be 'home grown' and seen and understood in this way by people from Solomon Islands.

71. Complex management and monitoring arrangements required of external partners can place a burden on small and stretched administrations. A key issue for the UN system will be to try to reduce this burden by maximizing the potential for joint missions and reporting mechanisms, within the UN system itself and where possible with other development partners. The potential for linking the review and monitoring of the UNDAF with the delivery of regular Millennium Development Goals Reports will be developed. In addition, the approach will also be encouraged where there is potential for greater synergy between the monitoring and reporting of other UN declarations and commitments.

Follow-up and Review

72. The timing of the UNDAF preparations coincides with the election of a new Government and the development of a new national development strategy. It occurs at a time of uncertainty, with the country embarking on a strategy of peace building and conflict resolution following an agreement reached in 2000 between the main parties involved in the civil unrest that has plagued the nation since 1998. Against this background, a joint review or stocktake will be undertaken of the UNDAF in mid-2003, by the UN presence in Solomon Islands and the Government, to ensure its applicability for the period 2003-2007. An annual workplan for 2003 would be the basis for monitoring and reporting by the Office of the UN Resident Coordinator on developments in Solomon Islands.

73. The goals, objectives and strategies of the UNDAF will be monitored, evaluated and reviewed. Assessment of progress in meeting UNDAF goals and objectives will enhance the accountability of the UN agencies and provide regular opportunities for joint review and consultation. The economic, political and social setting in the Solomon Islands is in a state of flux. This situation will require that the UNDAF strategies are reassessed and reviewed periodically in the light of progress made and in line with emergent country circumstances.

74. The annual workplanning process will be an opportunity to reassess UNDAF strategies and will be supported by the adoption of inter-agency results-based monitoring and evaluation involving:

- integration of individual agency mechanisms (with most already seeking to develop a stronger results based approach in their programme implementation and management).

- monitoring of outcome indicators to achieve UNDAF objectives as identified in the Programme Resources Framework
- periodic review and evaluation of key agency programmes/projects that will be developed to support UNDAF objectives

75. On the basis of the established indicators and periodic evaluations, a brief annual report, describing the impact of the UN agencies towards meeting the UNDAF goal and objectives, will be produced and form part of the UN Resident Coordinator's report on support to the Pacific islands. These findings will be discussed by the UN Country Team and, where appropriate, with UN agencies not based in Fiji. Where new or revised outcomes are proposed, within the context of the UNDAF strategies, these will be agreed with the Government and incorporated into a revised Programme Resources Framework, with a clear indication of measurable indicators and outputs.

76. The end-of-year review will be preceded by the production of baseline targets. These targets will be integrated into the first national Millennium Development Goals Report (MDGR). Periodic MDGRs based on the baseline, will be timed to coincide with the UNDAF mid-term review process and end of cycle evaluation of the UNDAF. UN Agencies, representatives from Government, civil society and donor partners will be fully involved in the mid-term review and end of cycle evaluations. These activities will take stock of progress made, identify bottlenecks and revisit the UNDAF focus and strategy in light of the evolving country situation as well as regional and global developments.

77. The timetable for UNDAF follow-up and monitoring will be as follows:

2002	June/August December	Preparation of first National MDGR Preparation of RC Annual Report and UNDAF workplan for 2003
2003	December	Preparation of RC Annual Report and UNDAF workplan for 2004
2004	December	Preparation of RC Annual Report and UNDAF workplan for 2005
2005	June December	Mid-term review of UNDAF Second National MDGR Preparation of RC Annual Report and UNDAF workplan for 2006
2006	December	Preparation of RC Annual Report and UNDAF workplan for 2007
2007	Jan-March June December	Evaluation of UNDAF Preparation of second CCA and UNDAF Preparation of RC Annual Report for 2007

Programme Resources Framework

78. Annex 2 is an UNDAF Programme Resources Framework, which has been developed based on the logical framework approach. It shows an estimate of likely resource mobilisation by the UNCT in meeting the three objectives identified for the UNDAF.

79. A number of the UN agencies that provide assistance to Solomon Islands do not have a separate country programme budget. Solomon Islands activities are funded primarily from regional (or Pacific sub-regional) allocations with some specific national activities funded from external sources. Table 1 provides a preliminary estimate of the regional resources for the PICs, from which much of the Solomon Islands expenditures will come.

Table 1: Preliminary Indicative Regional Resource Summary for PICs: 2003-2007

Organisation	Allocation in US\$ 000's	Comments
UNDP	16,200	For 10 PICs. Includes \$3.3 m for human rights, \$10.0 m from GEF & \$2.9 m for others. It excludes the Solomon Islands' Country Programme
UNFPA	7,200	For 14 PICs. Assumes same budget as approved for 1998-2002 cycle: An additional \$2.8m is being sought from other sources.
UNICEF	10,000	For 13 PICs. Plus \$12 million in additional funds to be sought from other sources.
WHO	27,800	For 21 PICs, 2003 is based on 2002-2003 biennial planning figure. 2004-2007 assumes a 3.5% cut for the regional programme budget
UNIFEM	3,000	
ILO	1,080	For 4 PIC members (Solomon Islands included) assuming same <i>annual</i> budget as the 2002-2003 biennial of \$0.08m regular budget + \$0.50m other, or \$0.50m/year.
Other Specialised Agencies	TBD	FAO, UNESCO
Other	-	-
Total		

Notes: 1) UNDP GEF = regional Global Environment Facility projects that have been approved or begun

80. For those agencies with a specific country programme budget for Solomon Islands, Table 2, on the next page, provides a summary estimate of the total proposed expenditure for those the agencies expected to support the UNDAF.

**Table 2: Indicative Programme Resources Framework Summary for Solomon Islands: 2003-2007
(US\$ '000)**

Organisation	Objectives of UNDAF			Total Resources
	1) Governance, security and human rights	2) Equitable access to sustainable development opportunities	3) Access, quality and delivery of basic services to all sections of the community	
UNDP	5,936	400	1,546	7,882
UNFPA				Unavailable
UNICEF				Unavailable
UNIFEM				Unavailable
WHO			3,907	3,907
ILO				Unavailable
Specialised Agencies				Unavailable
Other				-
Total				

81. Annex 4 provides actual development assistance received in 2000 by sector. This summary demonstrates the magnitude of assistance provided to Solomon Islands

Annex 1: Lessons Learned from Implementation

For some agencies, Solomon Islands is served primarily through regional programmes that cover as many as fourteen Pacific Island Countries (PICs). For these agencies, the 'lessons learned' are sometimes reported for the region as a whole with no individual country reports. A number of documents on national and regional UN programmes that relate to the Solomon Islands summarise lessons learned from past cooperation.⁸

Based on these reports and the observations of staff of ILO, UNDP, UNFPA, UNICEF, UNIFEM, and WHO, the following summary has been prepared of lessons learned from UN system cooperation during the current and previous programme cycles. Some of the issues and lessons are inter-related. They have not been listed in order of importance or priority:

- **Delivery of basic services during conflict.** Despite a period of conflict and continuing instability in the Solomon Islands, the UN system has been able to support the delivery of some essential health services at a reduced level by working with provincial and local authorities and civil society. *Lessons learned: Future UN programmes should be designed to function even in the event of ineffective central services.*
- **Delivery of community based services.** The delivery of community-based services to disabled children has been sustainable in the Solomon Islands in part because of good cooperation between government and the implemented NGO. *Lesson learned: NGO implementation can be effective at community level, particularly where opportunities exist for government-NGO cooperation.*
- **Women and Children.** There is considerable evidence from key development indicators that the Solomon Islands require particular attention to improve the lives of women and children. *Lesson learned: UN agencies should recognise the importance of interventions that focus on women and children*
- **Inadequate attention to population and development.** The Solomon Islands has one of the highest annual population growth in the PIC region (2.6%), a young age structure, and a sizeable displaced population, all issues with serious socio-economic planning implications. *Lesson learned: More research and resources need to be devoted to this area to quickly improve the government's understanding of issues and the capacity to deal more effectively with them.*
- **Need to focus on fewer, better-defined priorities.** Given the UN system's limited financial and technical resources, it cannot expect to effectively address all key development issues. It must strategically address a limited number of clearly identified priorities. *Lesson learned: The UN system should determine which of the PICs face the greatest need which matches the*

⁸ *Mid-Term Review of the UNICEF Pacific Programme for 1997-2001* (UNICEF Pacific, 1999); *Mid-Term Review of the UNDP Pacific Regional Programme for 1999-2001* (UNDP, Suva, Fiji January 2000); *UNICEF Pacific Strategy Paper* (UNICEF Pacific, Suva, Fiji; November 2001); *UNICEF Country Note: Pacific Island Countries* (Executive Board; UNICEF, New York; January 2002); *Report of the CCA/UNDAF In-Country Consultative Meeting Held with Government, NGO and Donor Partners in Honiara, Solomon Islands, 20-21 February 2002* (UNDP, Suva, Fiji; February 2002); *A Review of the UNFPA Programme of Assistance to the Pacific Island Countries 1998-2002* (UNFPA, Suva, Fiji, March 2002), *Solomon Islands UNDP Country Cooperation Framework (1997-2001) Assessment Report* (UNDP; August 2001).

agencies' core business — and the groups or sectors in each country face the greatest need — and allocate resources accordingly where the impact is expected to be significant.

- **Reducing complexity of programme and project design.** Some project and programme designs have been far too complicated. They are difficult for the agencies to manage and even more difficult for Solomon Islands to manage for various reasons including limited staff and the split of implementation and reporting among different ministries. Inter-Ministry collaboration has been poor. Some programmes and activities still lack clear priorities or measurable outputs. *Lesson learned: programmes and projects should be designed from the outset to be flexible and to match local capabilities to implement and manage. They should be less complex and more focused. Where practical, there should be a single ministry (or NGO) with overall responsibility. The outputs expected should be prioritised, transparent, clear and measurable.*
- **Improving local ownership of UN programmes and projects.** Some UN agency activities lack national ownership, which reduces their effectiveness. *Lesson learned: Programme/project design should include broad participation among government, civil society and donor partners and a transparent development process.*
- **Desirability of in-country UN presence.** UN agencies (except WHO) have no permanent in-country Solomon Islands presence. Most agencies service Solomon Islands from Fiji although several are based in Samoa or elsewhere. Follow-up of activities, collection of data and information, support for visiting staff and consultants, project reporting, financial accountability and reviews are expensive, time-consuming, and sometimes less effective than planned, partly as a result of management from afar. *Lesson learned UN agency programmes and projects could be considerably more effective if an in-country office were to be established, preferably serving a number of agencies with operating expenses shared among them.*
- **Inadequate UN programme management.** Programme performance for many agencies would be improved if more effective mechanisms were in place for monitoring and reporting. These include audits/quality checks, better management training, better understanding among agency staff and Solomon Islands of logframe and results-based management approaches, regular reviews and in-country monitoring, and standard reporting formats among the UN (and other) agencies. *Lesson learned: More effective mechanisms are required, some of which would be easier to implement with an in-country agency presence.*
- **Recognition that the Pacific really is different.** UN agency HQ officials often assume that all PICs are basically alike and that programme delivery in the Pacific should be comparatively straightforward due to small populations and relatively low rates of extreme poverty. However, dispersed geography and poor economies of scale often impose high costs on programmes for the region overall. At the country level, the problems facing, for example, Kiribati and the Solomon Islands differ substantially as do effective approaches to address the problems. *Lesson learned HQ is slow to learn. Agency PIC country offices need to regularly explain the issues faced by the region and by individual PICs such as Solomon Islands or risk a lessening of HQ support.*
- **Difficulty of serving remote, rural populations.** The population of Solomon Islands is spread over a large ocean area with relatively poor services of all kinds for those living in outer islands. Financial constraints (UN agency and government) and poor transport / communications often result in a concentration of UN efforts in Honiara but inadequate delivery to remote islands and those living in remote areas are often denied training. *Lessons learned: Despite past efforts, the capital vs. outer island gaps appear to be widening.*

Strengthening service delivery to outer islands needs to be an explicitly higher priority for the UN system overall.

- **Addressing gender issues.** It has been difficult to get key government agencies and men involved in gender issues including reproductive health, equal educational attainment, equal access to good employment, etc. *Lesson learned: As gender is not a 'women's issue', there is a need to actively involve more men in addressing gender issues.*
- **Need for continual, and more appropriate, Human Resources Development.** The UN system has provided a wide variety of training and HRD continuously for some years. Due, however, to migration, retirement, deaths, and a high rate of occupational mobility, there will be a continuing need at current or higher levels for many years if development goals are to be met. *Lesson learned: HRD needs must be regularly monitored, with support modified but continued at current levels.*
- **Using CSOs/NGOs more effectively.** Despite the presence of CSOs/NGOs in remote islands where government services tend to be limited, only a few UN projects are implemented through CSOs/NGOs or use them to identify issues (nationally or locally), develop policies or report on progress. In part this is because of weak financial accountability even where service delivery may be adequate. UN, government and NGO cooperation can improve the likelihood of sustainability of UN efforts. *Lesson learned: In general, CSOs/NGOs are unlikely to be effective for supporting or delivering UN activities in Solomon Islands on a larger scale unless there is support to strengthen their accountability and general management, done in a way which does not overwhelm them.*
- **Improving financial management.** Within Solomon Islands, there is a very limited number of officials with adequate financial management and administrative skills, low absorptive capacity, and accounting standards that are variable and sometimes non-transparent. *Lesson learned: There is a need for careful and ongoing monitoring of the use of funds allocated for UN programme and project activities.*
- **Importance and limitations of awareness building efforts.** Awareness has generally increased throughout the PICs including Solomon Islands on the importance of micro-nutrients for children, the importance of breast-feeding, the risks of rapid-expansion of HIV/AIDS, the importance of early childhood education, links between health and sanitation / water quality, lifestyles associated with diabetes and other non-communicable diseases, the dangers of smoking, etc. However, this awareness does not necessarily lead to measurable improvements in the short-term. *Lesson learned: For UN programmes and projects, awareness raising efforts should continue for extended periods and be followed-up with practical activities*
- **Addressing child and youth issues.** Acknowledgment of, and interest in, child protection issues (child abuse, international adoptions, juvenile justice, child rights, HIV/AIDS) and youth issues (development, health, social and economic future, youth disaffection, etc) has increased in recent years, due in part to UN efforts. However, not enough has been done to protect children and youth. *Lesson learned: As with awareness efforts in general, it is insufficient to raise awareness and interest in child/youth issues. Follow-up activities and better coordination with related activities of other agencies are necessary. There are also benefits in including active participation by youth and adolescents in identifying issues affecting them and in helping to address them.*
- **Advocacy and communications** UN agencies have all been active in advocacy initiatives using a wide variety of communications tools. However, not enough is being done and not enough people are being effectively reached. *Lesson learned: UN agencies should learn to*

use radio (the medium reaching the most people) more effectively. Advocacy and communications strategies should be strengthened and be included in all programmes and projects.

- **Male and female education.** Although female enrolment rates in primary and secondary school are approaching, or equalling, those of males, there is still a higher female dropout rate. *Lesson learned: UN activities should consistently work to improve attitudes of gender equality in schools and elsewhere.*
- **Inadequate data collection, analysis, and distribution.** Up-to-date and regular data and information for analysis, policy development, decision-making, monitoring, evaluation etc. are needed for most sectors. There is a great deal of duplication in data collection and a considerable amount of inconsistent data used nationally and within UN agencies but no easy solution to the problem. Many UN project reviews, midterm reviews, etc. have suffered from the lack of data and its inconsistency. *Lesson learned: There is a need to strengthen capacity to collect and effectively use data / information for a wide variety of purposes nationally and with regional organisations and UN agencies that serve Solomon Islands.*
- **Inadequate Country Programme financial resources.** For some agencies, the financial allocation available for activities in PICs is insufficient for effective intervention. However, it is increasingly difficult to raise external funds for national programmes for small PICs. *Lesson learned: Although it can be difficult to raise external funds for a particular PIC, it should be easier to raise additional resources for carefully selected high-priority issues affecting the region from which the country can benefit. The UN Country Team should actively develop mechanisms to increase national resources through a well-designed regional resource pool. In some cases, a core regional team of specialists to provide backstopping for several common or similar national initiatives can be cost effective in the PICs*
- **Some UN initiatives lack high level support.** A number of UN initiatives (such as some involving HIV/AIDS, adolescent reproductive health, gender, smoking) require support from the highest levels of government to give them legitimacy. *Lesson learned: Seeking, and obtaining, support at the highest levels is worth the considerable effort often involved. Some worthwhile activities that lack high-level support, or indeed are opposed, may not be worth pursuing.*
- **Need to apply the lessons from outside the region.** The UN system has a vast reservoir of knowledge and experience from outside the Pacific but does not always use it effectively in Solomon Islands or other PICs. There is a valuable experience from elsewhere, for example on dealing pro-actively with HIV confidentiality in small countries, which need not be relearned in Solomon Islands or other PICs. Experience on effective poverty reduction strategies for island states could be adapted for the Pacific. *Lesson learned: The UN system should develop better mechanisms to use appropriate experiences from other Pacific islands.*
- **High demand for small business development.** Requests for training and various forms of assistance to develop small businesses and other sustainable livelihood opportunities have grown rapidly but there is insufficient follow-up support. *Lesson learned: Training and other support provided to the private sector can only be sustained if there is active follow-up*
- **Local cost-sharing.** For some agencies, delivery of some high-priority services to the PICs has improved where the country pays an agreed element or portion of costs. *Lesson learned: UN agencies should explore more cost-sharing opportunities with the government*
- **National Coordinating Committees.** UN support for national coordinating committees has been an effective way of developing national reports on the Convention on Rights of the

Child and more widely advocating child's rights *Lesson learned: Support for similar committees may be an effective means of advocacy for CEDAW and other conventions.*

Annex 2: Indicative Programme Resource Framework (2003-2007)

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

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
UNDAF Objective 1: Improve Governance, security and human rights				
1.1 Environment/process for peace building/reconciliation in place	Reduction in unrest and law and order problems	Demobilization of ex combatants and militants and creation of alternative livelihood opportunities for these groups as well people displaced as a direct consequence of the conflict	UNDP/ ILO	
	Ex combatants adopt alternative livelihood opportunities	Women consulted by Government in assessment, planning and implementation of peace and security policies and programmes	UNDP/ UNIFEM	
1.2 Community participation in national policy development processes, including clear role for women and young girls and boys.	Policies and programmes to maintain peace and security reflect gender perspectives	Improved information/advocacy to promote better understanding of the impact of conflict on women, men and youth and the roles each must play in peace-building by Government and civil society		
	Regional inter-governmental organizations in the Pacific reflect roles of women, men and youth in peace and security initiatives	Development of more facilitating environment for women's political participation, including gender mainstream training for members of Parliament and Government Departments etc.	UNIFEM/ UNDP/ UNFPA	
	Development policies reflect gender roles and relationships	Training resources, including training institutions strengthened to address the needs of women in their political empowerment		

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
1.3 Improved transparency and accountability within decision making, including a better informed population on political and governance system	Increased awareness in community of decisions made and processes followed	Participatory approaches and mechanisms to inform delivery of services policies and programmes. Training programmes and specific technical assistance to Parliament	UNDP	
1.4 Elected representatives and civil service have capacity and are able to adhere to good governance principles	Improved understanding of reproductive rights as human rights	Participation in regional initiative to sensitise politicians on population, reproductive health and gender issues and reproductive health rights Upgrade UNFPA project directors on reproductive health issues and family planning technology for delivery of quality services	UNFPA UNFPA	
1.5 Strengthened national capacity for design, management and coordination of development assistance supported programmes and projects	Participatory approaches and mechanisms adopted to promote equity and quality in the delivery of economic and social services Improved planning and coordination of donor programmes	In-country training programme Aid coordination assistance provided through technical assistance and training	UNDP UNDP	
1.6 Widespread awareness of relevance of human rights and international human rights conventions such as CEDAW and CRC and implementation processes in place and actioned	Ratification of CEDAW Good governance and human rights integrated into education curricula	Child rights and child protection workshops Child protection studies	UNICEF UNICEF	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	Government capacity to ratify, monitor and implement and report on UN conventions	Technical assistance and training programmes	UNCT	
	Legislation in compliance with international HR Conventions	Support for the review and revision of legislation in light of international human rights	UNDP	
	Increased dialogue and understanding of human rights issues at all levels	Support for dissemination of information on human rights Conventions and their application	UNDP	
1.7 Sex disaggregated data and analysis, including gender analysis, available to support policy and programme development	Use of local population data analysis by sectoral ministries in annual plans		UNDP/ UNFPA	
UNDAF Objective 2: More equitable access to sustainable development opportunities				
2.1 Access to development opportunities to enhance food security and promote integrated rural development	Numbers of men and women engaged in job-sharing.	A system of rotational employment in natural resources based development activities where one position is filled by more than one individual, in rotation.	ILO	
	Numbers of men and women with skills relevant to sustainable development of natural resources.	A larger pool of better skilled workers in natural resources based development activities.	ILO	
	Number of culture groups for which principles of customary access to land and sea resources	A clearer basis for determination of customary access rights to resources so as to enable stakeholders to reduce disputes and make	UNDP/ FAO	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	<p>defined and documented.</p> <p>Number of "subsistence reserves" defined and established as portions of clan land and sea for food security for those with traditional access rights</p> <p>Examples of "adaptive resource management" for development of resources under customary tenure.</p> <p>An improved information base for sustainable development of land and sea natural resources in place at national level and in a minimum of three States.</p> <p>Area, by State, re-forested and maintained by communities for</p>	<p>resources accessible for food security and for development.</p> <p>Basic food supplies secured for rural communities.</p> <p>Former "alienated land" returned to customary owners and leased back to the States for development under terms satisfactory to all stakeholders and conducive to sustainable development.</p> <p>Customary land leased for development on equitable terms and managed for long-term productivity.</p> <p>Local knowledge documented, and incorporated in management practice.</p> <p>Improved data on the status and use of natural resources, disaggregated by gender, State and region, and presented in a form suitable for monitoring of trends.</p> <p>Restored and enhanced subsistence and commercial productivity in areas where resources have been degraded.</p> <p>An improved supply of traditional tree products needed for housing and other basic</p>	<p>UNDP</p> <p>FAO</p> <p>FAO</p>	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	<p>commercial wood production.</p> <p>Area and species, by State, planted with trees needed for traditional uses including housing, medicines and carving.</p> <p>Improved community level socio-economic indicators.</p>	<p>needs in villages.</p> <p>Improved and secure community-based resource management as part of an integrated rural development program with focus on promoting income generation activities at provincial level .</p>	<p>UNDP</p>	
	<p>Corporate plans and annual work plans of government owned enterprises demonstrating a transparency and a sustainable development approach to the use of natural resources to which they are entrusted. (<i>Soltai Fishing and Plantations Ltd., Russell Islands Plantations Ltd.</i>)</p>	<p>Government corporations more effective and profitable, with a more secure future for the resources on which they depend, and well understood and supported by the public.</p>	<p>UNDP/ ILO</p>	
<p>2.2 Transparency and increased participation (of women and youth and marginalized groups) increased in all stages (planning, implementation etc.) of national/regional development</p>	<p>State development profiles, strategies and development plans focused on sustainable use of resources and evidencing public "ownership".</p> <p>National planning function reoriented to guide and support State and "landowner" levels of</p>	<p>State development planning based on criteria of environmental, social and economic sustainability and supported by communities.</p> <p>Central government positioned to support national development through the States.</p>	<p>UNDP</p> <p>UNDP</p>	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	<p>planning.</p> <p>Full participation of state and non-state actors (particularly young men and women workers and other vulnerable groups)</p>	<p>Support for focused social dialogue policies and strategies for implementation</p>	ILO	
<p>2.3 Environment policy implemented to promote sustainable development opportunities</p>	<p>State policies and supporting national policy consistent with globally accepted sustainable development criteria and local cultural arrangements.</p> <p>Appropriate institutional and legal arrangements for environmental and social assessment and monitoring of development activities at both national and State levels.</p>	<p>State based, centrally guided and supported policy that serves sustainable development objectives.</p> <p>A people-centred, cross-sectoral national biodiversity strategy and action plan built on States' circumstances and focused on the use of biological resources in the context of biodiversity protection.</p> <p>Environmental and social assessment legislation.</p> <p>Wildlife trade and management legislation.</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>FAO</p>	
<p>2.4 Population dimension integrated into National and Sectoral Development Planning</p>	<p>Measurable progress towards attainment of national population policy goals</p> <p>Reduced population pressure in urban areas</p>	<p>Assist with social and economic impact studies</p> <p>Mainstreaming gender issues in all aspects of population and development to promote gender equality, equity and empowerment of women</p> <p>Pacific Regional Population Forum</p>	<p>UNFPA</p> <p>UNFPA</p> <p>UNFPA</p>	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
UNDAF Objective 3: Improve access, quality and delivery of basic services to all sections of the community				
3.1 Health sector reformed and staff trained to promote equitable distribution of health services in the country.	Health sector reform program reviewed and strengthened.	Develop appropriate policies and provide technical support.	WHO	
	Improvement in the quality of blood supply from the blood bank.	Blood safety programme supported at national and provincial level.	WHO	
	Number of female and male health professionals trained.	Quantitative and qualitative health workforce planning implemented to ensure adequate staffing and skill mix of health workers at the provincial level.	WHO/ UNFPA	
	Reduction in distance travelled by women to reach basic health care			
3.2 Improvement in health settings	Number of men and women village volunteers trained in the maintenance of water system.	Strengthen the national program of safe drinking water in villages (rural water supply) through active community participation.	WHO	
	Number of men and women health workers trained in basic health/reproductive health care	Programme of ongoing training/HRD of health personnel and volunteers appropriate to local health system	UNFPA/ WHO/ UNICEF	
	Enactment of safe food act all over the country.	Food safety programme strengthened through implementation of Safe food Act.	WHO	
	Percentage of population with access to safe drinking water systems and sanitation in villages and rural areas	Integrated programme on hygiene, sanitation and helminthiasis under health island initiative.	WHO	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	<p>Number of men and women villagers trained in maintenance of water and sanitation system</p> <p>Prevalence of intestinal Helminths and parasite load in the population.</p>			
<p>3.3 Reduced morbidity and mortality from communicable diseases (Malaria, TB, Pneumonia, dengue, ARI) in the country.</p>	<p>Reduction in the annual incidence rate of malaria by 50 to less than 100 cases per 1000 population by 2004 and further 30% reduction by 2007.</p> <p>Management of severe malaria cases improved in the clinics.</p> <p>Malaria mortality to be reduced by 50%.</p> <p>Reduced morbidity and mortality, including among children, caused from diarrhoea, pneumonia, dengue and other communicable diseases</p> <p>Percentage of population that has access to DOTS</p>	<p>Malaria control program restored at the national and provincial level.</p> <p>National TB control program strengthened through development of strategies to improve the directly observed treatment short course (DOTS)</p> <p>Increased national capacity for integrating Sexually transmitted infection (STI) prevention and care services</p> <p>Support for equitable distribution of facilities, equipment, supplies and staffing for health centers throughout the country</p>	<p>WHO</p> <p>WHO</p> <p>WHO</p> <p>UNICEF/WHO</p>	
<p>3.4 Reduced morbidity and mortality from non-communicable diseases in the country.</p>	<p>Radio programmes and health education through the media.</p> <p>Tobacco use assessment to be</p>	<p>Establishment of an effective surveillance system and reporting of accurate data of non-communicable diseases.</p>	<p>WHO/UNFPA</p>	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	carried out Provincial training organised.	National Tobacco control programme strengthened. Training for community leaders.	WHO WHO	
3.5 Reproductive /maternal health improved through delivery of cost-effective reproductive health strategies	Improved access to cost effective quality reproductive health services i.e. family planning services; maternal health care; and reproductive health services for adolescents Reduced maternal morbidity and mortality and neonatal deaths Increased life expectancy Increased age of marriage especially young girls	Restoration and improvement of reproductive health services for women and adolescents	UNFPA/ WHO	
3.6 National Multisectoral HIV/AIDS strategy developed and implemented	Sectoral budget support reflects multisectoral response to HIV/AIDS STI management and surveillance in place Increased number of HIV/AIDS specific activities in Reproductive Health programmes	National Budget development support training in multisectoral response requirements Surveillance and counseling skills strengthened HIV/AIDS integrated into reproductive health programmes	UNDP WHO UNFPA	

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)
	National legislation enacted to reflect ethics and human rights strategy	Participation in regional training on law, ethics and human rights strategy training and development	UNDP	
3.7 All children complete basic education.	25% of children have an enriched early childhood experience.	Peer education and life skills training for youth	UNICEF	
	Increased capacity of national committee on children	Support with materials and training to raise basic education standards and access for selected schools	UNICEF	
	Educational policies introduced to address gender issues	Technical advice to increase capacity of NGOs and parents to influence policy makers on children's basic education	UNICEF	
3.8 Girls education given increased political and community support	Increased number of women teachers		UNFPA	
3.9 Increased participation of youth in decision-making together with expanded employment and livelihood choices opportunities for young people	Increased youth involvement in all decision making take account of youth issues	Life skills training, regional networking of youth groups	UNICEF	
	Decline in violence by and against youth	Reproductive health awareness training includes coverage of issues affecting youth	UNFPA	
	Less teen pregnancy, drug abuse, suicide and HIV/AIDS among youth	Micro credit schemes and vocational training	UNDP/ ILO	
	Increased youth employment and livelihood choices			

Intended Outcome	Outcome Indicator	Indicative Outputs (i)	Agency	Resources (USD '000)

Note: Shown are indicative outputs only. Outputs, in response to the Outcomes expected in the UNDAF, will be developed as part of individual agency programming and project designs.

Annex 3: Indicators of Development for Solomon Islands The CCA/UNDAF Millennium Development Goals/Indicator Framework

The Millennium Development Goals (MDGs) are global human development goals adopted by the United Nations in 2000 for achievement by 2015 from a 1990 baseline. The table below is a draft format for summary reporting of Solomon Islands status in progress toward meeting the goals

- Column 1 lists the summary *global* MDGs from 'Status at a Glance', Annex 3 of *Reporting on the Millennium Goals at the Country Level* (UNDP, October 2001).
- Column 2 indicates a draft *country-specific* form of the summary MDGs to be used by Solomon Islands in its reporting. This is based on discussions during the national CCA/UNDAF consultative meeting held in Solomon Islands in February 2002 and may be modified further.

Global Goals	Solomon Islands Goals and Comments	Will the Target or Goal be Met Solomon Islands?			State of the Solomon Islands Supportive Environment			
		Probably	Potentially	Unlikely	Strong	Fair	Weak but Improving	Weak
Eradicate extreme poverty and hunger	Relative Poverty. Replace 'Extreme Poverty' with 'Relative Poverty' or 'Poverty of Opportunity'	X					X	
Achieve universal primary education	Strategic Education Sector Plan (2992-2004) exists for both formal and informal education	X					X	
Promote gender equality and empower women	Question whether the number of women in Parliament is realistic indicator, maybe better to consider number on committees and in other decision-making roles	X					X	
Reduce child mortality		X			X			
Improve maternal health				X			Weak but improving	X
Combat HIV/AIDS, malaria and other diseases		X			X			
Ensure environmental sustainability		X						X
Develop a Global Partnership for Development			X				X	

New Goals?	<p>Youth Possibly a new goal addressing youth issues. Precise goals (reducing youth unemployment & delinquency) and indicators to be developed</p> <p>Population Possibly a new goal of reducing population growth including reduced migration from outer islands. Precise goal and targets to be developed</p>
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Annex 4: Status of Development Cooperation in Solomon Islands

[To be completed on receipt of information from DPM]

Donor	2001 Actual (SIS '000)	Est. 2002 (SIS '000)
Health Sector		
Sub-total (Health)		
Education Sector		
Sub-total (Education)		
Infrastructure Sector		
Sub-total (Infrastructure)		
Economic Sector		
Sub-total (Economic)		

Donor	2001 Actual (SIS '000)	Est. 2002 (SIS '000)
Law and Justice Sector		
Sub-total (Law and Justice)		
Governance and Administration Sector		
Sub-total (Governance & Administration)		
Unspecified (Incentive Fund)		
Sub-total (Unspecified)		
GRAND TOTAL		

Source:

Note: