

PBF Phase 2 Evaluation Report - Management Response
Consolidating Peace, Stability and Social Cohesion in Solomon Islands post RAMSI- End of project Evaluation
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Overall comments: The findings contained in the evaluation report are not surprising. It is pleasing that the evaluation found that there is strong support across all the stakeholders for the PBF Phase two and that the project remains a priority and relevant and a clear need for the PBF to continue.

Evaluation Recommendation or Issue				
1: Improving Program Effectiveness.				
Management Response:				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1. Utilization of systematic context analysis conflict sensitivity frameworks to maintain distance from controversial government initiatives.	Ongoing	UNDP, UN Women, RCO and SIG	Agree and in progress	The project management Unit (PMU) personnel continue to work with the stakeholders including, the Prime Minister's Office (PMO), Ministry of Traditional Governance, Peace and Ecclesiastical Affairs (MTGPEA), Ministry of Women Youth Children and Family Affairs (MWYCFA) and the Provincial Governments in the three targeted provinces on regular basis to inform its strategic partnerships and interventions being conflict sensitive. However, it is relevant that a systematic context analysis framework(s) is developed. Therefore, for the Inclusive Governance of Natural Resources for greater social cohesion in the Solomon Islands (IGNR) project, UNDP, UNWOMEN, MCO and RC office will be involved to develop and design a conflict sensitive framework.
1.2 Analyze and account fully for full breadth of government peacebuilding strategy and policy		UNDP, UN Women, RCO and SIG		There was a robust analysis of the National Peace Policy (NPP) and broader consultations including a national dialogue was held in 2017 which identified the priority areas for this project. The priority areas included: national reconciliation and reparation, use and management of land and natural resources and dispute resolution; security and dialogue for broader areas and enhanced partnership between citizen and security forces; empowerment and participation of women and youth; and inclusive governance and accountable leadership. These were part of the Solomon Islands Grand Collision for Change

				Government`s (SIGCCG) mandates and policy statement. At the ministerial level, the activities implemented by the project with key implementing government agencies were aligned to their approved annual workplans. In contrast to that, the current government mandates as the evaluation report stated is focusing on infrastructure and Chinese funding which is outside the remit of the PBF funded projects. The PBF (phase-II) provided technical assistance to key areas identified in the national communique and NPP. In relation to this recommendation, the evaluation however, should have recommended reviewing or developing a new peace policy as the current NPP policy has expired.
1.3 Improve efficiencies and planning to reduce logistical and transport costs	January - June 2020	UNDP, UN Women, SIG and RCO	Agree – In progress	Geographically, Solomon Islands is a diverse country with many islands that are widely disbursed and isolated from transport / service options. First year implementation of PBF (phase-II) faced challenges, including the high turnover of staff. However, year 2 implementation was improved with full project staff on board. In relation to planning, joint annual work plans were developed for the 2018/2019. Some interventions such as reparation, and land reform dialogues were conducted jointly by UNDP and UN Women. We agree with the evaluation that a lot of activities were implemented separately. This will be taken into consideration with the IGNR project which, will address this through our joint planning process in which the development of annual work plans, procurement plans and budget are co-joined. This includes a joint M&E plan. Also, where possible we plan to address 2 or 3 activities in one mission to reduce logistical and transport costs.
1.4 Anticipate a December recess			Agree – In progress	The management agreed with this recommendation whilst this is not new, and the PMU is aware of this.
1.5 Undertake impact assessment following enough passage of time			Partially Agree	The Management agreed that this evaluation is unlikely to offer a full sense of outcomes or impacts as highlighted in the recommendation. The evaluation recommended to have an impact assessment after 6-9 months following the end of the project. However, this evaluation was an integral part of the project workplan which to determine the extent to which anticipated outcomes were achieved, and to gain a credible, concrete and independent understanding of the impact of this project. Furthermore, this evaluation was aimed to promote learning within implementing agencies UNDP and UN Women, within PBF and the Peace Building Support Office (PBSO), government of Solomon Islands at national, provincial and ward levels, and across the community of peace actors and current or potential donors supporting peace and development in the Solomon Islands; and inform the strategic approach and content of a third PBF phase for the Solomon Islands by formulating evidence-based recommendations emanating from this examination of PBF II. Therefore, it is very timely that the evaluation occurred before the project ends and the PBF IGNR starts. Moreover, an impact assessment is a rigorous and intensive evaluation method.

				<p>It is challenging to assess the impact of a project of such a complex nature with multiple intersections within a limited timeframe such as with PBF 2.</p> <p>For the new PBF IGNR project, a baseline and end line assessment will be conducted apart from an external evaluation. This will be conducted with focus to assess the impact of project interventions, where possible.</p>
1.6 Include realistic and thoughtful exit strategies in subsequent programming	Ongoing		Partially Agree	<p>The project has actively provided technical assistance and capacitated relevant ministries (MTGPEA, MWYCFA etc.) under PBF (Phase-II) project and focused to create equal ownership and sustainability. For example, the technical assistance provided for Reparation and gender mainstreaming initiatives helped relevant ministries to take up the initiative to a next level by getting the reparation policy for approval by cabinet and gender-responsive budgeting at provincial level. Furthermore, the project board and stakeholders have been reminded on a regular basis that the project will be finishing in June 2019 and partners acknowledged their part to play in taking the successful initiatives forward. Also, the project extension from June -September 2019 was a decision by the project board who consisted of permanent secretaries and senior government officials, therefore, they were aware of the due date for the project and have funded some of the activities which the project was unable to continue with such as the reparation consultations in later 2019.</p> <p>Lastly, the new PBF IGNR project has been designed to be more realistic and have thoughtful exit strategies. There were extensive consultations that have been done with the partnerships including the key Ministries and the activities were all well aligned with their priorities and timeline.</p>
21.7 Streamline and improve methods around disbursement of funds	Jan-June 2020	UNDP and UNWomen	Agree	<p>The Management agrees to this recommendation and the following will be done in the next project:</p> <ul style="list-style-type: none"> - Logistic notes before workshops; - Advance planning to ensure where feasible vendors are registered, and POs issued to minimize cash advances; - Management requires to set a standard DSA for non-UN personnel. <p>In the Solomon Islands, most participants are rural actors and do not have bank accounts. In addition, many service providers are not vendors in the system as they too do not have bank accounts. This is due to the limited banking services in the Solomon Islands and the rural nature of the project interventions. UNDP and UN Women will discuss and agree on a standard rate for SIG and other non-UN staff especially on DSAs and transportation rates basing this on the government rates.</p>
1.8 Share and disseminate monitoring and evaluation findings	Ongoing	UNDP, and UN Women	Agree.	<p>M&E findings were disseminated to relevant stakeholders involved in the project through the technical working groups and project board meetings. For the new PBF project, more contextually innovative tools will be used not only to inform the relevant ministries but also other stakeholders. The abstract of the</p>

				evaluation report will be disseminated to relevant ministries and interested officials within UNDP and UN Women.
1.9 Improved organizational arrangements to improve the 'joint' delivery	Ongoing	UNDP and UN Women	Agree	Under PBF (Phase-II), the second year saw significant improvements between UNDP and UN Women through improved organizational arrangements such as the sharing of office space to ensure better coordination and planning and joint review of key documents including available concept notes and meeting plans for review and input. For the new PBF project, the joint planning and review exercises will further be strengthened by involving relevant regional team members from in country and regional offices (Fiji MCO).
1.10 Tighter project planning in advance of activities	Ongoing	UNDP, UN Women and SIG	Partially Agree	There was vigorous planning processes that occurred including consultations with stakeholders on the planned activities for each annual work plan in 2018/2019. Annual work plans were sent prior to the project board meetings for board members' review, perusal and approval before implementation. The PMU team always consulted and developed concept notes and budgets jointly with the key implementing partners. All efforts were made to ensure partners were aware of activities. One of the key challenges was ensuring government participation and input within project timeframes ahead of project activities. To resolve this, the project staff have been having face to face meetings with partners to plan activities together.
1.11 Utilize recommendations and conclusion contained in the CDA			Partially Agree	Relevant and reasonable recommendations from CDA were used to inform the design of the new PBF project. It is worth mentioning that some recommendations highlighted in the CDA are very sensitive, (especially the investigation regarding the 23 million dollars reparation payment and redaction of the "missing chapter in the Truth and Reconciliation Commission Report) and therefore beyond the mandate of UNDP and UN Women as strategic partners to the government of Solomon Islands and its relevant ministries. Additionally, some recommendations of the CDA, especially related to continuation of initiatives of PBF (phase-II), have not been taken up for the new PBF project based on the guidelines shared by the donor for the new PBF project. It is a challenge to the sustainability of PBF II interventions that the new PBF project will not build on existing initiatives. It is worth mentioning that the new PBF project will be focusing on more sensitive areas, especially land and natural resources management, which require more and regular coordination, consultation and planning with partners including government ministries and communities.
Evaluation Recommendation or Issue 2: Future Programming				
Management Response:				
Key Action(s)	Time	Responsible Unit(s)	Tracking	

	Frame		Status	Comments
2.1 Revisit and challenge application of industry-standard understandings of 'conflict' and 'peacebuilding' ahead of any project concept.		UNDP, UN Women, SIG	Agree	A conflict analysis was done prior to the new IGNR project.
2.2 Disseminate TRC summary report distributed to parliamentarians.			Agree	The Ministry of Traditional Governance, Peace and Ecclesiastical Affairs (MTGPEA) has plans to send the report to parliament for their endorsement before dissemination as it's the Ministry's mandate to do that. This is outside the remit of new PBF project.
2.3 Support rural communities' ability to take long-term, healthy and informed decisions about use of their land.			Agree	The evaluation recommends that project support should extend to rural communities regarding decision making in relation to customary land. As part of the Peacebuilding work and process, a study was commissioned to investigate the status of land issues in the Solomon Islands. Efforts were made to resolve land conflicts, and to increase understanding by the Government and communities of the extent and typology of land disputes. Extended dialogues on land reform were held with leaders including women and youth groups. These were conducted on Guadalcanal and a total of 130 people attended in March 2018. A follow up land summit was held in Malaita in November 2018 with a similar number of participants. Innovation training was conducted by UNDP in June 2018 for the Land Recording Division, prioritizing land for development within wider tribal responsibilities using the Trust Societal model for collectively managing developed land. Despite the support from the project, it is challenging for landowners to take a long-term, healthy and informed decision about use of land as recommended in the evaluation report, as customary land is a domain regulated by a variety of practices across the country. For instance, the existence of patrilineal and matrilineal systems of land rights and the parallel legal systems that exists in the country with most disputes resolutions processes leaning more towards the formal court system. In the new phase, the project team will ensure rural communities in target areas are informed of their rights towards their land and natural resources.
2.4 PWCs and PYCs would benefit from participation in UN brokered workshops with National Councils of Women and Youth (and their provincial subsections)			Agree	A Provincial Women's Caucus Lessons Learned (PWC LL) Workshop was organized towards the end of Phase II with representatives from the existing women's organizations including the National Council of Women, the government and PWCs to address and clarify the very challenges highlighted in the evaluation recommendation. Based on the PWC LL, a revised Terms of Reference was developed for PWCs clearly linking PWCs with Provincial Councils of Women and the Provincial Women's Desk including and roles. With regards to the PYCs, the National Youth Congress (NYC) is inactive even though an interim board was elected in early 2019. This is due to lack of

				<p>funding and absence of a General Secretary (GS) supports the executive committee in ensuring the smooth operation of the secretariat. Attempts to recruit a GS took place in late 2019. However, there are delays in the recruitment process which prolonged the implementation of activities to revive the NYC. The project continues consultations and meetings with the NYC, and they are aware of the roles and responsibilities of the PYCs. Currently the NYC is yet to establish the provincial councils and the next PBF project is going to support them with reviving the provincial councils in the targeted provinces. This will be an opportunity to build capacity within both the NYC and the PYCs in addition to having the council youth continue to participate in dialogues.</p>
<p>2.5 Local level conflict resiliency and peace building capacity would be enhanced by ongoing support to community leaders in Honiara, Western and Malaita trained under PBF II in peace building and conflict analysis.</p>			Agree	<p>The Ministry of Traditional Governance, Peace and Ecclesiastical Affairs (MTGPEA) led the facilitation of the Peace Building, conflict Analysis and Mediation trainings in this project phase. Four sets of Training of Trainers (TOTs) in four target provinces were completed in 2019. In addition to that the MTGPEA staff including provincial based staff were trained on community-based transformation, conflicts analysis and peace building through the Mindanao Peace building Institute in Philippines. Therefore, there is local capacity and support will be continuing through the MTGPEA.</p>
<p>2.6 Maintain and expand Youth Innovation Training Forum with addition of future thinking component</p>			Agree	<p>Due to funding constraints, the project was unable to provide support to include youth innovation training. The new PBF project will not focus on this thematic area. However, the other PBF funded project (Youth Empowerment Project) which provides training on youth and innovation will continue in 2020 to provide these opportunities.</p>
<p>2.7 requiring a Gender Specialist or focal point to assure enough inclusion of gender sensitive components and sign off on each (relevant) activity</p>			Partially Agree	<p>The project through UN Women engaged a gender specialist to ensure that gender analysis and women's strategic participation are mainstreamed in all activities of the project. For the new PBF project, UN Women 's IGNR Project Coordinator and Fiji based Programme Specialist: Gender Equality and Governance will be providing technical assistance to ensure that the project is gender responsive.</p>
<p>2.8 Utilize or build peacebuilding, mediation and social cohesion skills of local trainers and facilitators</p>			Partially agree	<p>The project built the capacity of local trainers in 4 provinces. The project utilized these trained local trainers where it was able to in the communities. The MTGPEA also utilized their expertise to provide community level trainings in their communities. It is recommended for the Ministry to support them to deliver the Peacebuilding capacity trainings at their communities.</p>
<p>2.9 Invest in office technology to support</p>			Partially Agree	<p>With the previous Peacebuilding and Human Security projects through UNDP, office equipment such as computers, printers were sourced, and support was</p>

government and civil society partners				provided with the office website to the Ministry of National Unity, Reconciliation and Peace now MTGPEA. One of the challenges for the Ministry is maintenance and updating of the MTGPEA website which is too costly for the Ministry. Support was also extended to the provincial Peace offices in the provinces. In contrast to that, unfortunately, the PYC and PWC have volunteer setup and membership. Therefore, the project is unable to provide them office equipment as they are not organisations. It was planned and agreed that the secretariats will be the Youth and Women`s Desk officers at the provincial governments.
2.10 Provide longer term funding for social cohesion and institution and state building			Agree	Generally, very little effort was put on explicit resource mobilization. A lot of collaboration is required with government to generate more support and funding for social cohesion and institution and state building.
2.11 Provide conflict sensitivity technical support and/or framework to government as it rolls out larger scale infrastructure			Agree	Due to funding constraints, the project was unable to provide support to the government in terms of conflict sensitivity and assessments with large infrastructure projects. However, the government through the MTGPEA does provide support to respective ministries with conflict sensitive technical support. One examples of this is through the re-establishment of the International Centre for Living Aquatic Resources Management (ICLARM)`s Coastal Aquaculture Center at Aruligo, West of Honiara. The MTGPEA mandates to work closely with the government in providing conflict sensitive assessments and support for large infrastructure in needs basis. One of their challenges is effective coordination and communication within the government ministries. The next PBF project will be focusing on conflict analysis, but only within target communities exploring sustainable natural resource development alternatives, to inform policy frameworks and capacity building plans.
2.12 Undertake study of potential scope and repercussions (through peace/conflict lens) for Solomon Islands of Bougainville referendum			Disagree	This is an international security issue which is out of the PBF Project mandate. The Ministry of Foreign Affairs, Department of Immigration and the Office of the Prime Minister is looking into this.
2.13 Undertake conflict resiliency survey			Partially agree	Conflict resiliency survey was not part of this project. However, a lot of surveys including a Peace and Conflict -related Development Analysis have been done. The project in partnership with the Youth Empowerment project plan to undertake a perception survey in 2020. The management agreed that for future projects, it should investigate doing a conflict resiliency survey.
2.14 Expand, publicize and share youth innovation work				This project started the youth innovation forums. However due to funding and the timeframe, it covers only two targeted provinces. Agree that work should

				expand to other provinces with continued support for youth.
2.15 Consolidate and expand women's role in social cohesion and peacebuilding			Agree	The support provided under PBF II ensured a platform for women's voices are strengthened, heard and linked directly to policy makers. This will be further strengthened under the new PBF phase on land and natural resources.
2.16 Caution on further activities around the Reparations Bill				The new PBF project will not be focusing on the Reparations.

* The implementation status is tracked in the ERC.