



**TRANSPARENCY
SOLOMON ISLANDS**
clean government, honest business

ROLLING BACK CORRUPTION IN SOLOMON ISLANDS

The Strategic Plan

2012 - 2015

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Background

Thirty-three years after independence the development of Solomon Islands is handicapped and its distributional outcomes distorted by ingrained and widespread official corruption.

Corrupt transactions, decisions and relationships are occurring in the exploitation of natural resources, the management of state-owned land and other public assets, and the abuse of entrusted power throughout the country and at all levels of the public service.

Transparency Solomon Islands (TSI), dedicated to combating corruption, is nearly ten years old. It took shape during 2002 and was established in March 2003.

At that time the already weak machinery of government in SI had been crippled by the violent events of the previous four years, an uneasy peace of sorts had been negotiated in North Guadalcanal and the armed intervention by RAMSI had not yet taken place.

The formation of TSI in that environment was greatly helped by practical advice and assistance by Transparency International in Berlin (TI) and from national chapters of TI in the Pacific region, particularly Papua New Guinea.

Core Strategies

From the start TSI's vision has been that Solomon Islands should be a country of honest government and clean business. The conduct of public affairs in the last ten years has conspicuously challenged this vision, with mounting evidence of corruption on all sides.

In response to the challenge TSI has focused its efforts on four core strategies:

- ① • Building TSI's reputation within Solomon Islands for independence, accuracy, relevance and responsibility in its public campaign against corruption.
- ② • Improving the effectiveness of the existing official anti-corruption agencies, keeping under review possible institutional change, e.g., creation of an Commission Against Corruption;
- ③ • Developing coalitions with other elements of civil society to combat corruption and promote open, responsible governance through effective civic education programmes;
- ④ • Connecting to global and regional anti-corruption activities with clear relevance to Solomon Islands.

TSI has pursued those strategies by its own activities and informal partnerships, maintaining regular and topical commentary in the national press calling for openness and accountability in public affairs; looking for ways of ensuring better political accountability through a less corruptible electoral process; organising anti-corruption-focussed public events; executing the national part of TI's Asia-Pacific study of Forest Governance Integrity; establishing an Advocacy and Legal Advisory Centre as a free service to the public funded initially by TI; and making regular contact with secondary and higher education institutions in SI, aimed at building a broader long-term base of pro-transparency public opinion.

Due in large part to the work of TSI and its coalition partners in exposing and opposing corrupt behaviour, public ignorance or tolerance of the extent of corruption in SI is being replaced by increasingly vocal public concern, creating a national political climate for real anti-corruption reform if the will to act can be built sufficiently at the parliamentary level.

Funding

TSI as a not-for-profit civil society organisation values operational independence. The Board ensures that funds received for its operation will not impair its work against corruption and improving accountability and transparency. Historically in its inception, TSI enjoyed funding from the TI Headquartered in Berlin, Germany.

TI receives international government development agency funding & budgets and other foundations. Domestically, it receives occasional and/or budgetary funding from the European Union, United Nations Development Planning and the support from the RAMSI. There are corporate membership from few corporate entities and individuals at large.

TSI appreciates and values the financial assistance from these memberships. By budgetary support, these contributions were insignificant. However small, impacts caused by the TSI in its anti-corruption activities are indebted to these supportive memberships. TSI believes that total operational funding capacity will realise it work effectively in discharging its strategic plan. It is anticipated to fill important positions to full operational capacity before first quarter 2012 to allowing commencement of addressing the existing Strategic Plan.

Key Result Areas

TSI's strategic direction remains unchanged for the years 2012 - 2015, but within that a sharper emphasis on getting measurable results will focus on four Key Result Areas:

1. Remedy TSI's current organisational weaknesses;
2. Mobilise more domestic and external resources to power the anti-corruption coalition;
3. Identify specific, defined operational objectives and pursue them vigorously; and
4. Develop external linkages and promote regional collaboration against corruption.

The nature of the activities required by these strategies is set out in the text that follows.

The highest priority attaches to the strengthening of TSI itself. Consultants for this strategic plan concluded that while TSI has done good work under each of its four core strategies, these achievements have rested on a dangerously narrow base of committed and competent persons at the staff and board level, with inadequate internal communications and mutual support.

This is not sustainable, and the Board knows that it must take urgent action to improve matters.

TSI has not found it easy to recruit and retain competent SI staff at management or support levels, in part because the essential involvement and support of the Board has not been consistently available. Expatriate and local volunteers have made a crucially important contribution.

TSI's human resource base has to be widened and deepened: less than ten full-time staff are needed, but quality is extremely important. Leadership and teamwork within TSI need to be such that a 'continuous improvement' policy can be implemented.

Implementation and Performance

TSI will operate programmes under all four Key Result Areas, with activities reinforcing each other and collaborating with other organisations and persons to roll back corruption. As activities are identified, planned and funded, performance measures will be put in place to monitor their effectiveness and enable management to direct operations to best effect.

The Annual Budget will reflect the strategic priorities of this plan and will show the expected source of funds for each planned activity. The Budget will be updated and adjusted quarterly by the Board in the light of reporting by management.

The Board will require costed plans before authorising project activities, and oversee them through staff reports to its monthly meetings and periodic visits to activities and partners

KEY RESULT AREAS AND ACTIVITIES (KRA)

KRA 1: Remedy TSI's current organisational weaknesses

- 1.1 Finalise 2012 Budget and Work plan and place all activities within that framework;
- 1.2 Prepare overall resource mobilisation plan with timing and needed action and by whom;
- 1.3  Assess expected programme workloads and activities and adjust the planned number of positions and job descriptions in TSI accordingly;
- 1.4 Cost the proposed staffing, and prioritise filling of posts according to available resources;
- 1.5 Set contact/reporting schedules for staff/Board relationship, including performance against plan;
- 1.6 Review office security (physical and informational) and insurance cover;
- 1.7 Organise office resources required to implement the Work plan; and
- 1.8 Effective and efficient reports.

KRA 2: Mobilise more domestic and external resources to power the anti-corruption coalition

- 2.1 Plan and undertake membership campaigns for individual and corporate membership;
- 2.2 Assess domestic, regional and global sources and conditionalities of potential assistance; and
- 2.3  Foster relationships with the anti-corruption agencies, good governance bodies and integrity institutions.

KRA 3: Identify specific operational objectives and implement planned activities.

- 3.1 Weekly Media Releases programme, all media, pipeline of projected themes and targets. Encourage reactive media both Column and Press;
- 3.2 Advocacy & Legal Assistance Centre (ALAC) Development programme;
- 3.3 Advocating for effective national Integrity Institutions;

- 3.4 Ensuring government processes (e.g Land dealings, procurements, revenue centres, budge performance) are effective and transparent;
- 3.5 Support Coalition Against Corruption for reform in laws and enforcement;
- 3.6 Civid Education for Schools and Adults: programme of visits and events; and
- 3.7  SIG Public Commitment on UNCAC and adoption of EITI.

KRA 4: Development external linkages and promote regional collaboration against corruption.

- 4.1 Contact Pacific island National Chapters (inc PNG) to establish regular exchange of news, views etc;
- 4.2 Organise regional conferences, training, and staff exchanges; and
- 4.3 Effect pressure on donors to minimize corruption in the aid sector, ensure that aid does not facilitate or promote corruption, and donors pressure government to reduce corruption.