1. Introduction

Solomon Islands NGO Leadership Training Program was undertaken from 2002 to 2004 with funding from AusAID through collaboration between the Centre for Democratic Institutions (CDI), the Australian Council for International Development (ACFID) and the Solomon Islands Development Services Exchange (DSE). Additional collaboration was undertaken with the regional NGO body, Pacific Islands Association of NGOs (PIANGO), the umbrella organization of which the Solomon Islands DSE is a national liaison unit.

The training program focused on practical, long-term and systematic strengthening of civil society, consistent with ACFID’s Pacific regional focus and its commitment to promoting vibrant civil society leadership. The training comprised two interlinked projects: (i) NGO Leadership Training 2002-2003; and (ii) NGO Leadership Training: Strategic Planning and Provincial Outreach 2003-2004.

2. Program Goal and Objectives

**Goal:** To strengthen the management and policy development skills of Solomon Islands NGO leaders and thus enable them to assist broader civil society to better understand its role in decision-making and in keeping government accountable.

**Objectives**

- To strengthen Solomon Islands civil society management and policy skills (e.g. strategic planning, advocacy skills);
- To increase understanding of public policy-making processes;
- To increase critical analysis in the public policy-making process including issues of transparency, accountability and the problems of corruption;
- To develop understanding of organizational structure, accountability and ethical principles for NGOs;
- To assist with development of strategic planning for the Solomon Islands umbrella NGO, DSE;
- To strengthen networking between Australian and Solomon Islands NGOs;
- To develop understanding of networking with other areas of civil society including the media and the private sector;
- To enhance Solomon Island civil society leaders’ understanding of Australia’s role in aid and development; and
- To evaluate the strengths and lessons of this training program so as to inform any similar initiatives in the future.
3. Methodology

Philosophical underpinning
The philosophical underpinning of this Program relates to the view that:

- strengthening civil society in Pacific Island countries is most effectively undertaken by utilizing the experience and skills of Pacific Island trainers;
- capacity building for the Solomon Islands national umbrella NGO, DSE, could be undertaken through practical experience associated with DSE’s local administration of this training program, costs for which were factored into the budget.

The considerable Solomon Islands experience of the 20 members of the ACFID Solomon Islands Working Group was drawn upon for guidance during the training program design. Guidance was also provided by PIANGO to ensure consistency with earlier NGO leadership training undertaken within several Pacific Island Countries through the PIANGO/UNITECH (New Zealand) collaboration on the Graduate Diploma Training Program in NGO Management.

Activities
In Project 1, training consisted of five mutually supportive phases using an integrated approach. The training was designed for existing and potential future leaders of Solomon Islands NGOs. It took a holistic view of the management of NGOs and their agenda of democratic social change, working on project and program management of both policy and grassroots project work, the issues of daily management and administration within NGOs, and the overall strategic planning and governance of NGOs.

Project 1: NGO Leadership Training 2002-03

Phase I Training Needs Assessment (TNA) in four provinces (January-February 2003) to:
- Determine the training needs of target communities
- Ensure that proposed training best suited the current conditions in Solomon Islands
- Ensure that stakeholder experience was built upon
- Ensure that training duplication was avoided.

Honiara-based NGO Meeting February 2003
- To discuss TNA outcomes and to provide input to ongoing training program design.

Phase II Honiara Training Workshop (July 2003) involving Honiara-based NGO participants as well as civil society representatives from the four abovementioned provinces to:
- Provide information about qualities of good NGO leadership;
- Provide advice about best practices for NGOs (including planning, human resource management and development; staff performance appraisal; good governance; program planning; monitoring and evaluation);
- Provide skills in advocacy (including media relations, publicity, liaison with government);
- Provide information about AusAID’s Civil Society Strategy;
- Receive civil society feedback on the RAMSI (Note: RAMSI commenced during the workshop).

Phase III Provincial Training (moved to 2004)
Phase IV Canberra training (September 2003) involving four Solomon Islands NGO leaders selected from trainees in Phase II to:
- Provide practical experience typically faced by NGO leaders when liaising with counterparts and governments in a developed country, but with technical support and analysis to maximise the educational aspect of the visit;
- Liaise with Australian NGO counterparts and inform them of Solomon Islands issues;
- Meet with Australian Parliamentary representatives and update them on the RAMSI intervention from the point of view of civil society;
- Meet with AusAID representatives to report on the training and discuss the need for future support for capacity building of Solomon Islander NGO leaders;
- Attend the AGM of ACFID to provide input on issues facing Solomon Islands and to familiarise trainees with the overseas aid sector, its operations and its relationships;
• Meet with CDI and ACFID staff to provide ongoing evaluation of the program.

**Project 2: NGO Leadership: Strategic Planning and Provincial Outreach Program 2004**

Note: importance of provincial and rural (district) training through a strategic approach is reflected in this section.

*Activity 1: Strategic Planning Workshop for DSE, Honiara (April 2004)* – including report back on provincial training of Makira, Malaita, Guadalcanal, Rennell-Bellona.

*Activity 2: TNA in Choiseul, Isabel, Central, Temotu and Western Province (April-May 2004)*

*Activity 3: Provincial Training in 5 abovementioned provinces*

*Activity 4: Provincial Training report-back and Strategic Planning Workshop, Honiara (July 2004)* to:
  - Analyse the Provincial Training Reports; and
  - Review the draft DSE Strategic Plan.

**Participant Identification**

During the conflict situation in the Solomon Islands there was considerable fluidity of personnel movement in all sectors, including the NGO sector. This had implications for identification of those most appropriate for training. In the post-conflict situation (especially following the RAMSI intervention), the importance of NGO leadership was further recognized, together with the importance of equity through broad provincial coverage.

In all training, a transparent process for participant selection was undertaken based on specific criteria such as:

- Gender balance,
- Position in their organization,
- Commitment to remaining with their NGO, and
- Leadership qualities.

**Trainers**

- Emele Duituturaga, a regionally respected and experienced Fijian development trainer, fluent in Solomon Islands Pidgin who also provides technical advice to PIANGO.
- Abraham Baeanisia, Director of Solomon Islands Development Trust and experienced Solomon Islands NGO leader and trainer.
- Joan Staples, experienced Australian advocacy and human rights trainer (Phase II only).

Note: reversal of activities due to the advent of the Regional Assistance Mission to Solomon Islands (RAMSI) and to take advantage of networking opportunities associated with ACFID’s Annual Council meeting.

4. Project 1 Outputs

**Output from Training Needs Assessments (TNAs)**

The first TNAs were undertaken over a twelve day period during January/February 2003 in Honiara, Kirakira and Auki by Emele Duituturaga and Abraham Baeanisia. The planned trip to Gizo was not undertaken due to flight reschedules and delays by the airline. Consultation was held with a range of civil society groups – primarily churches and NGOs and some discussions were held with Government officials. In Kirakira, being a small government station with only 2,000 people, it was not difficult to make contact with key people. The second TNA was undertaken on Rennell-Bellona by Leo MacInnis (A Board Member of DSE) on 17 April 2003 and involved 4 people active in community liaison. TNAs for Choiseul and Western Province were undertaken by Abraham Baeanisia in June 2004.
involving 32 people of which 18 were men and 14 women. Fifteen people were associated with a church while the remaining 17 were associated with either an NGO, government body, community or youth group. See Annex A for lists of people consulted during the TNAs.

The TNAs identified a number of training priorities including:

- The need to undertake training in Honiara for two to three trainers from each target province with follow-up training support in the provinces;
- Focusing course content on management and leadership (an empowerment approach), community organization and mobilization as well as facilitating community needs identification;
- The need to train target trainees – Church and NGO leaders in the provinces so that training can be tailored to their needs, noting the importance of working through church networks (which have established structures – e.g. youth groups and mothers’ unions, facilities and personnel but little funding) so that training is immediately applicable and well accepted;
- The need to find a formula for training to reach down to the village level;
- The need for cooperation between NGOs (information sharing);
- The need for training to be on-going for three to five years so that it is relevant to the systematic strengthening of NGOs and communities. One-off training was considered a waste of time. (It was noted that many NGOs have been given training by NGOs with little or no follow up);
- The need for a skilled trainer program coordinator;
- The need for training to have practical relevance, e.g. a self reliance concept to development practice;
- The need to recognize that at the provincial level, education and literacy rates are low and training should be tailored accordingly;
- The need for strengthening and equipping of DSE in its coordination and implementation role (some strengthening and equipping was carried out within the program) to encourage provincial outreach through training and networking;
- In the interests of coordination and to avoid ad hoc approaches, the provincial government should be notified about the objectives of training activities, e.g. who is coming in, emphasis of work, areas of focus, target audience;
- The need for training to be down-to-earth and appropriate to village level – basic training for those who have never been to school;
- Specifically identified training needs include: report writing, proper keeping of accounts, administration, public relations, family budgeting skills, small income generation training (sewing, poultry, pig farming, catering, natural resource management of both sea and land resources); literacy training (especially targeting women); marketing of produce; sports training (especially targeting youth).

Identification of additional issues and constraints at provincial level:

- Transportation issues: There is a problem of distance to the rural areas and problem of transportation and irregular shipping to the outer islands;
- There needs to be a study into the impact of money on the lives of people, is it doing any good? What improvement in quality of life has there been?
- Development aids are needed at the village level so that villagers can record and report on progress of activities and impact;
- Restorative justice – conducted by SIDT and to be followed up by SIDT;
- How to deal with break down of culture;
- Transparency about process of disbursements for funding support;
- (Rennell-Bellona): Polynesians being the minority within Solomon Islands are not provided with the support from the central government and the Rennell-Bellona NGO community often miss out on projects;
- (Rennell-Bellona): No proper water supply for the people, using water that is close to sewage and little public health and sanitation awareness for local community;
- (Rennell-Bellona) Communication problems – rural communities without radio contacts and supplies are scarce and not being replenished quickly enough;
- Lack of awareness on Public Health Issues. Suggest train-the-trainer in communities to assist villagers know about hygiene, nutrition and taking care of the environment;
Healthcare, no transportation or communication so villagers must walk to the clinic when they are ill.

Output from Roundtable with Honiara-based NGO Representatives - February 2003

A meeting of 20 NGO representatives was held in Honiara on Friday 28 February convened by DSE to provide further guidance to the overall training program. It was agreed that:

- the scope and focus of the training program made good sense in providing an opportunity to address organisational needs and for networking;
- undertaking needs assessment (especially at provincial level) was applauded;
- sustainability needs to be addressed;
- the six areas of focus in the regional NGO Capacity Building Framework are also needed (organisational development, information and communication, sustainability, legal and regulatory frameworks, stakeholder relations, advocacy);
- duplication of programs has been a problem. One solution is to strengthen DSE as the umbrella coordinating body;
- there are already lots of networks existing and affiliated in some way, however, they are not effectively working together and people are finding it difficult to link with others. Additional forums like this roundtable will assist;
- most organisations need organisational development support;
- there is a need for better appreciation of how International NGOs can support local NGOs;
- a lot of organisations have sprung up because of funding availability;
- a number of people attend conferences and workshops but the information is not disseminated and a channel for this is needed;
- with the economic crisis, much of the focus for communities has been on income generation;
- most NGOs based in Honiara have been established top-down with no roots at the community level to sustain them. There are NGOs with no constituents;
- a lot of donors are willing to fund projects and not administration but if there is no administrative and logistical support, it is not possible to provide support to communities;
- most NGO and women leaders are not properly trained as most of them are recent school leavers with little working experience who have been thrust into managing NGOs;
- there is a need to work together and especially to share information;
- there is a need to recognize those within NGOS who have expertise prior to bringing people in from the outside

Identification of specific training needs relevant to Honiara-based NGOs:

- Management is a problem area where training is most needed
- NGO Governance
- Sustainability
- Information sharing and communications, media awareness
- Organisational development
- Strategic planning
- Leadership training is vital
- Research and Advocacy at all levels
- Training-of-trainers with follow up and logistical support. Trainers do not go out due to lack of provision in training programs for follow-up support
- Capacity building and administration support
- Counseling
- Women’s leadership training
- Funding, financial management, accountability
- Proposal writing, design and formulation of projects
- Disaster preparedness

Output from NGO Leadership Training Workshop 18 – 24 July 2003

Trainees received:
- information about qualities of good NGO leadership;
• advice about best practices for NGOs (including planning, human resource management and development; staff performance appraisal; good governance; program planning; monitoring and evaluation);
• skills in advocacy (including media relations, publicity, liaison with government); and
• information about AusAID’s Civil Society Strategy.

Input provided to RAMSI:
A significant output from the Workshop was the opportunity it provided for civil society views to be expressed on the Regional Assistance Mission to Solomon Islands (RAMSI). Views were expressed to Paul Tovua, Chairman of the Cabinet Taskforce on the Intervention and Chairman of the Peace Council and Chris Elstoft, Policy Adviser to the Special Coordinator’s Office. Participants provided the following responses:

• The Intervention Taskforce needs NGO representatives, not just former politicians and public servants.
• How will information reach communities, NGOs and churches?
• NGOs represent local communities and provide a direct channel to communities.
• Recognise re-emergence of DSE network.
• DSE act as a monitoring organisation. Intervention is here, so we need to work with it.
• Request ACFID to be our watchdog in Canberra. ACFID’s role appreciated – support through training and capacity building.
• Seek justice and preservation of Human Rights in intervention package.
• Concern that the Governor General sent an invitation to Australia when the Bill was still being debated in the Parliament. Concern about setting a precedent.
• Concern about policy preceding request.
• Concern about bringing criminal acts to justice and the meaning of the gun amnesty.
• Want attention to be paid to root causes of problems going back to ethnic tension.
• Question infringement of sovereignty by taking over.
• People have high expectations. Please do it well! Do it the right way and the way we expect it to go, otherwise we will be worse off.
• Need to ensure protection of communities.
• What caused the bleeding? (What caused the root problems in our country?)
• The ethnic tension was a bad time. We all suffered. Children did not go to school.
• We would like ACFID to monitor the situation from Australia and liaise with other human rights activists.

Call for a strengthened NGO umbrella - DSE
The workshop identified training opportunities and capacity building support to individual NGOs as a starting point building on this ACFID/DSE training initiative. They also stated the need to strengthen DSE through recruitment of suitably qualified personnel and the building of organisational capacity in the secretariat. Participants undertook a SWOT analysis of DSE and concluded that a participatory Strategic Planning workshop was required involving its membership and provincial representatives.

Output from Canberra Training, 16 – 22 September 2003
Four Solomon Islands NGO leaders (see Annex A), chosen from those who attended the Honiara training, were brought to Canberra for more in-depth training and exposure. The criteria for their selection related to:

1. Maintaining a gender balance.
2. Providing ethnic and provincial diversity.
3. Including different age groups.
4. Ensuring that those chosen had ongoing connections to reputable NGOs and would contribute to the sector on their return.
5. Ensuring those chosen had the ability to strengthen relationships with the Australian Government and Australian NGOs.
6. Ensuring those chosen had a commitment to reporting back to Solomon Island NGOs and their networks.
Participants met each morning with the trainers to review the day’s program, analyse its strategic relevance for them, and identify key players and relationships. Likely scenarios were discussed, the skills and most effective manner of presentation were reviewed, and sometimes roles were allocated. Evaluation occurred either immediately after a visit or session, at the end of the day, or in the morning meeting, as was most appropriate. Trainers and participants were enthusiastic about the effectiveness of this close marrying of preparation and evaluation. On-the-job learning in real situations was judged to have provided invaluable and incredibly rich educational experiences.

**Skills and competencies received:**

- Reinforcement and enhancement of lessons begun during the Honiara Stage II training;
- Further development of skills in strategic and critical thinking in all areas of participants’ work;
- The skill of keeping a strategic focus, or ‘staying on message’;
- The skill of tailoring a message for different audiences to maximise clarity and strategic effect;
- Understanding of cultural differences between Solomon Islands communications and those used in Western advocacy;
- The skill of adjusting quickly and appropriately when lobby and media situations developed differently from those expected;
- An understanding of the different relationships between the Australian Parliament, the bureaucracy, and the NGO sector;
- An understanding of the workings of the Australian Parliament;
- An understanding of the variety of NGOs within the Australian aid sector and their relationships with one another;
- An understanding of Solomon Island NGOs strategic positioning in relation to different players, such as Australian parliamentarians, bureaucrats, ACFID, other NGOs and donors;
- Enhanced understanding of the different roles of PIANGO, DSE, and Solomon Island national and local NGOs.

**Exposure**

- Lunchtime attendance at Parliamentary Library Vital Issues Seminar in Parliamentary Library, ‘Australian Intervention in the Solomon Islands: A Permanent Solution?’, with presentations from Dr Elsina Wainwright, Australian Strategic Policy Institute, and Mr James Ensor, Oxfam Community Aid Abroad. Two Solomon Island participants provided valuable comment during discussion. As a result, Rose Wale was interviewed by SBS radio on a women’s perspective to the intervention.
- Attended question time in the House of Representatives, with CDI Director, Roland Rich and Executive Officer, Felicity Pascoe.
- Met with Senator Bob Brown in his rooms for one and a half hours. Briefed the Senator, saw something of the internal management of a Senate office during a parliamentary sitting, and watched the Senator present a motion within the Senate Chamber with its attendant processes.
- Dinner with Australian Reproductive Health Alliance representatives, their four Pacific guests and other ACFID Pacific guests provided useful networking and development of appropriate communication skills.
- Throughout the day attended ACFID Seminar, ‘Shifting Tides in Pacific Policy’. Provided input in the form of panel participation, and engagement in group work and reporting back.
- Lunchtime meeting with the Senate Foreign Affairs, Defence and Trade Committee in relation to their report, ‘A Pacific Engaged: Australia’s relations with PNG and the island states of the South West Pacific’.
- Attended ACFID Annual Council Meeting. Abraham Baeanisia, together with Felicity Bollen, Director of PIANGO, presented at a workshop entitled, ‘Adopt or adapt: Investing in democratic institutions and the rule of law’. The other three participants attended a workshop on effective presentation and advocacy where they contributed usefully to discussion and debate. All participants contributed to a final workshop session including reporting back to the plenary on the results of their workshop groups.
- Visit to AusAID to discuss funding possibilities re training needs identified in Stage II of this CDI training. Met with Shireen Sandhu, Solomon Islands Country Program Manager, Mia Kelly, Solomon Islands Program Officer. Trainers and participants explained the nature of the
program to date, its needs assessment, including in the Provinces, and the mandate that had been developed by DSE with its member groups and other NGOs. The outcome was gratifying news that it might be possible to seek funding directly from AusAID for DSE and its members to progress later training stages building on this current CDI program. Later work occurred with participants in developing a possible proposal which draws on needs assessment done in Honiara and the provinces.

- Attended ANU Seminar, The Role of Civil Society in the Solomon Islands and the Pacific).

Assessment
Trainers and participants were enthusiastic about the effectiveness of the process used to provide technical assistance and to maximise the educational opportunities of this stage of the training program. All eleven skills and competencies detailed above were judged by trainers and participants to have been met.

5. Project 2 Outputs

Output from Strategic Planning Workshop for DSE, Honiara April 2004

Strategic planning skills were developed by 23 Honiara-based NGO participants and 4 provincial representatives during the DSE Strategic Planning Workshop. These skills, whilst focused on DSE planning are also transferable to the respective NGO participants. Strategic planning skills focused on identification of challenges, achievements, diagnosis of the health of DSE, lessons learned, suggested future actions, a PEST analysis (identifying political, environmental, socio-cultural and technological issues and challenges), a stakeholder analysis, an overall NGO needs analysis, development of a vision, a mission statement, identification of values and areas of strategic focus.

The output was a draft DSE Strategic Plan to guide the re-birth of the organization whose mission is:

To strengthen effective NGO coordination through advocacy, information sharing and dissemination, capacity building and enhancing relationships with members and stakeholders to ensure accredited, accountable and transparent NGOs and Community Organisations working towards equal and sustainable development.

Output from Provincial Leadership Training

Five provinces have conducted leadership training. These are Makira, Guadalcanal, Malaita, Western and Choiseul. In all 57 people participated in the training, of which 33 were women and 24 were men. Twenty-four people were associated with a church, while the remaining 33 were associated with either an NGO, Government body, Community or youth group. The NGO leadership training concentrated on skills attained by the provincial trainers in the July 2003 training-of-trainers Honiara workshop. Training involved (i) provision of information about qualities of good NGO leadership; (ii) best practices of NGOs (including planning, human resource management and development; good governance; program planning, monitoring and evaluation); (iii) advocacy (including media relations, publicity, liaison with government, and the importance of government accountability). Provincial trainers reported however that in some cases they had needed to tailor the emphasis of the training to suit needs of their respective provinces.

Output from Provincial Training Reports and Strategic Planning Workshop 5 and 6 July 2004

The workshop was held at the King Solomon’s Conference Room on 5 and 6 July 2004. Thirty-two people were in attendance over the two days, as well as four resource people. Provincial based NGOs, CSOs and Churches reported on their progress with the Provincial Leadership Training Program. The workshop provided an opportunity for dynamic discussion and critique between participants. This was particularly useful in that it allowed for dialogue not only between people working in a provincial area with Honiara based NGO’s, but for discussion between the provinces represented.
The Leadership Training Program is currently being conducted in five provincial areas. These are, Western Province, Choiseul, Makira, Guadalcanal, and Malaita. A report on the progress of the training was presented from each of the provincial trainers/focal points. This was a very participatory process whereby each provincial representative shared views on the work. After each report there was broad ranging discussion and critique of the work.

**Analysis of the Provincial Training involved consideration of:**

- Problems encountered
- Issues raised
- Lessons learned
- Planning for the future. Including the consolidation of the DSE Training and Capacity Building Program, and clarification of the Provincial Focal Points.

**Specific issues were:**

1. Selection of participants – who do we target?
2. Confirmation of a pool of trainers to undergo training of trainers, take into account succession planning, availability of personnel is key to ensure the training programme progresses without delays
3. Standardise training – format/content; methodology; duration; reporting; acquittals; budgets; training guide / manual
4. Monitoring and evaluation – indicators for improved standard of living and quality of life. A key one is the development of and decision making by Solomon Islanders themselves.
6. Linkages to avoid duplication with other NGOs, communities, churches, provincial and local government, donor projects e.g. CPRF. Development of a Directory. Consider strategic alliances with SICA, NCW, Credit Union League.
7. Role of Focal Point – identify an organizational base, look at communication capability, what is the role of the committee, should they become DSE members, will there be a person who will take on the role to mobilize and organise?

Annex B contains a summary from the Provincial Training report-back session.

**The review of the DSE Strategic Plan was to:**

- Give participants the opportunity to scrutinise the strategic plan which currently is in draft form
- Consider the implementation of the strategic plan

The importance of having the plan reflect Solomon Island views and language was raised. It was agreed that the plan therefore required additional work by DSE to take this into account. The Strategic Plan will guide the ongoing work of DSE, especially in association with provincial outreach support through the focal points. It was considered important to clearly identify the purpose of the training in each province and to consider what participants are expected to do following training (to ground the training in people’s experience/translate into learning? Who can be a leader?) Training program needs to be matched by initiatives of communities. Caution was expressed about promoting a cargo cult view. Future training should have a focus on self-reliance, livelihoods, and enhancement of coordination. Work needs to take time, allow for discussion and to reach consensus. Need to ask whose capacity is being built in the provinces: NGOs or communities? Need to ensure continued activities, rather than stop start or people will lose faith and interest.

**Note:** DSE will be responsible for coordination of ongoing provincial training.

6. **Summary of Outputs – Both Projects**

- Capacity strengthened of Solomon Islands umbrella NGO body (DSE);
- Australian Volunteer Placement (for 2 years) provided (by Australian Volunteers International) to DSE to further enhance capacity;
DSE draft Strategic Plan developed by Solomon Islands civil society;
Donor support (NZAID) provided (based on strengthened umbrella body);
Knowledge and skills imparted to approximately 97 (58 women and 39 men) Solomon Islands civil society representatives (both from Honiara and the provinces relating to NGO management, best practices, advocacy and civil society’s role in keeping government transparent and accountable);
Training Needs identified in 5 provinces;
Ongoing program of provincial NGO leadership training developed (5 provincial trainings undertaken);
Provincial focal points identified in 5 provinces;
Opportunity provided for civil society views at outset of RAMSI;
Knowledge of 4 Solomon Island NGO leaders enhanced with regard to Australian aid processes and good governance practices (through exposure to workings of Australian Government) and their knowledge enhanced about Australian NGO Code of Conduct experience;
Awareness about Solomon Islands civil society raised amongst Australian NGOs through their interaction with visiting Solomon Island trainees;
Opportunity provided during the program for civil society views to be expressed with relation to RAMSI.

7. Lessons Learnt

- The importance of delivering training in the Solomon Islands provinces, rather than solely in Honiara;
- The need for training to be ongoing and to involve follow-up;
- The primary need in the provinces is training-of-trainers, noting the importance of linking with existing structures/organisations, especially churches that are particularly important to development in regional Solomon Islands owing to lack of government influence in those regions and the roles of these organisations in service delivery;
- The importance of undertaking a Training Needs Assessment (taking time to talk to provincial people about their needs)
- The importance of careful and strategic selection of participants;
- The need to differentiate “leadership” training from other training associated with livelihood skills (important not to unrealistically raise expectations);
- The value of using Melanesian trainers with pidgin language skills to ensure a more all-embracing participatory approach;
- The value of “practical” training drawing on relevant macro and micro issues that NGOs and communities are faced with;
- The value of strengthening meaningful and strategic relationships with Australian NGOs.
ANNEX A: PARTICIPANTS AT MEETINGS/WORKSHOPS

<table>
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<tr>
<th>Training Needs Assessments (TNAs)</th>
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<tbody>
<tr>
<td><strong>TNA Kirakira:</strong>&lt;br&gt;Meeting attended by 12 representatives from Mothers Union, SDA Dorcas, World Vision, Catholic Mothers, Women’s Band, a community person.</td>
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<tr>
<td><strong>TNA Auki:</strong>&lt;br&gt;Conrad Munford, Regional Program Officer, Kiev Region, Church of Melanesia; Pastor George Fafale and Pastor Robinson Diosi, Malaita Mission of SDA; Margaret Paikih, Program Coordinator, Catholic Diocese of Auki; Reuben Moli, Premier of Malaita Province; Margaret Maelaua, Provincial Women’s Desk Officer, Malaita Province; Eunice, Pastor, Arabala Village, Lagalaga Lagoon, President of Women’s Band, South Seas Evangelical Church presided over a community meeting involving 5 men, 6 women, 6 youth and lots of children.</td>
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<tr>
<td><strong>TNA Rennell-Bellona:</strong>&lt;br&gt;Meetings with 4 people active in community liaison, namely: Corony Tanbua, Secondary School Science Teacher and board member of Taupongi Charitable Trust; Adam Oliana, Tingoa Clinic Nurse; Willie Wayne Sa’o, Constable for Rennell and Bellona and Falinda, Provincial Coordinator.</td>
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<tr>
<td><strong>TNA Choiseul and Western Province:</strong>&lt;br&gt;Meeting with 32 people of whom 18 were men and 14 women. Fifteen people were associated with a church while the remaining 17 were associated with either an NGO, Government body, Community or youth group.</td>
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### Honiara Training Workshop 18 – 24 July 2003


### Canberra Trainees, 16 – 22 September 2003

DSE Strategic Planning Workshop, 2 – 5 April 2004

Board Organizations participants:
1. Josephine Teakeni  - Vois Blo Mere Solomon
2. Roselyn Wale  - ASPBAE, Honiara
3. Dove Sale  - SI Honey Producers Assn. Limited
4. Steven Maitangi  - SI Planned Parenthood Association
5. Augustine Meti  - CUSO
6. Roselyn Kabu  - Kastom Gaden

Provincial Participants:
7. Esau Tuza  - Laru Land Conference of Tribal Community
8. Margaret Maelaua  - Malaita Provincial Women’s Desk Officer
9. Vasemaca Laka  - Diocese of Hanuato’o Mothers Union

Honiara Based NGOs Participants:
10. Cherry Galo  - Adventist Development Relief Agency
11. Ollie Pokana  - Mothers Union (Church of Melanesia)
12. Ellen Joy  - Guadalcanal Province Women’s Desk
13. Doleres Elima  - Oxfam Australia
14. William Rutapiri  - Habitat for Humanity
15. Philip Jionisi  - Civil Society Network
16. Ella Kauhue  - National Council for Women
17. Anne Saenemua  - SICA
18. Jennifer Poole  - World Vision (SI) Ltd
19. William Atu  - The Nature Conservancy
20. Joachim Haga  - Save the Children Australia

NGO LEADERSHIP TRAINING, KIRAKIRA
17 – 19 MAY 2004

SSEC
1. Gravis Naku  - Youth Leaders (KiraKira)
2. Mary Taorao  - President Women’s Band
3. John Marasini  - President SSEC Region (Bwaunasugu)
4. Ruth Wasia  - Member, Women’s Band (Bwaunasugu)

Roman Catholic
5. Andrew Wahinua  - Youth Leader (Bauro)
6. Elizabeth Tohe  - President Ecumenical Women’s Group

SDA
7. Ramo taro  - Youth
8. Muriel Taisia  - Dorcas Society

United Church
9. Minister David Veti  - Minister
10. Susan Tim  - Women’s Fellowship
11. Delma Zoze  - Youth Leader

DOH
12. Susan Diutita’a  - Youth
13. Jerome Tara  - Boys Brigade
14. Brother Abel Fai  - SSF Brothers Sunday School
15. Annie Wote  - Mothers Union St Peter
16. Florence Qwaina  - Mothers Union St Peter

Save the Children
17. Anderson Suara
### MALAITA PROVINCIAL WORKSHOP

<table>
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<tr>
<th>No.</th>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>1.</td>
<td>Unice Mudu</td>
<td>Coordinator, Arabala Women’s Group</td>
</tr>
<tr>
<td>2.</td>
<td>Selina Wale</td>
<td>Leader, Oibola Women’s Group</td>
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<tr>
<td>3.</td>
<td>Joana Walisaisai</td>
<td>Leader, Ngariwane Women’s Group</td>
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<td>Martina Rurai</td>
<td>Coordinator, Malaita Mothers Union</td>
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<td>Katherine Rose</td>
<td>Interim Secretary, Malaita NGO Prog.</td>
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<td>John Hou</td>
<td>Leader, St Paul’s Youth, Auki Parish</td>
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<td>7.</td>
<td>Salome Tofena</td>
<td>Training Coordinator, Women and Fisheries Programme, Langalanga</td>
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<td>Jane Toti</td>
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<td>Nevaline Boni</td>
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<td>Conrad Momford</td>
<td>Coordinator, Literacy Programme – Keava Region (DOM)</td>
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<td>Jemuel Misalo</td>
<td>Paramount Chief, DST House of Chiefs, Ofalamae cultural centre</td>
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<td>12.</td>
<td>John Chriswell</td>
<td>Secretary, DST House of Chiefs, Ofalamae cultural centre</td>
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<td>13.</td>
<td>Margaret Teobasi</td>
<td>Representative, SDA Dorcas Society, Auki</td>
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<td>Margaret Paikai</td>
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<td>Rex Filia</td>
<td>Information Officer, Malaita Women’s Centre, Auki</td>
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<tr>
<td>16.</td>
<td>Rose Ramo</td>
<td>Representative, SSEC Sunday School, Auki</td>
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### GUADALCANAL PROVINCIAL TRAINING

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<td>Michael Melu</td>
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<td>Claudine Watoto</td>
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<td>32</td>
<td>Trisha Gray</td>
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**Resource People**

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<tr>
<td>14</td>
<td>Emele Duituturaga</td>
<td>Ministry for Women, Social Welfare and Poverty Alleviation, Fiji</td>
</tr>
<tr>
<td>15</td>
<td>Edgar Pakoa</td>
<td>DSE, Honiara</td>
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<td>16</td>
<td>Jenny Piri</td>
<td>DSE, Honiara</td>
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<tr>
<td>17</td>
<td>Michael Upton</td>
<td>DSE, Honiara</td>
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</table>
ANNEX B: PROVINCIAL TRAINING – SUMMARY ANALYSIS

CHOISEUL
1. Control, management & finance (simple accounting & budgeting)
2. Accounting & narrative reporting
3. Technical know-how
4. Skills on how to set up & operate copra crushing mills
5. Eco-timber skills, pricing, management & control
6. Advice and information on setting up overseas port of calls
7. Need for SWOT analysis and strategy for organization
8. Need to plan ahead holistically
9. Training to meet the needs or organisational requirements (e.g., Taxable income/church levies)
10. Plan for youth and women and children in society

WESTERN PROVINCE
1. Leadership, management, coordination & organisational management
2. Mapping & research
3. Communication skills, counseling skills, media skills
4. Computer skills
5. Budget - proposal, analysis & management
6. Proposal writing, project planning, evaluation, monitoring, implementation

HONIARA
1. Management
2. NGO Governance
3. Sustainability
4. Information sharing & communications, media awareness
5. Organisational development
6. Strategic planning
7. Leadership training
8. Research & advocacy at all levels
9. Training of trainers & follow up support
10. Capacity building & administration support
11. Counseling
12. Women's leadership training
13. Funding, financial management, accountability
14. Proposal writing, design and formulation of projects
15. Disaster preparedness

MALAITA
1. Computer Skills
2. Planning
3. Management Skills
4. Report Writing
5. Project writing
6. Minute writing
7. Presentation skills
8. Transaction analysis
9. How to organise
10. Simple decision making
11. Liberation of women
12. Evaluation
13. Planning
14. Leadership & participation
15. Trust & Dialogue
Leadership workshop
1. Awareness on Social Issues
2. Small income generating
3. Literacy
4. Management
5. Financial management
6. Administration Law
7. Marketing
8. Human resource management
9. Conflict resolution
10. Trauma Counseling
11. Cultural Centre Building training
12. Small generating income
13. Role of leadership
14. Budgeting
15. Planning
16. Distance education (literacy)
17. Small income generating
18. Management

Planning
1. Family budgeting & management
2. Leadership training - organising & planning
3. Networking
4. Community needs assessment
5. Confidence & effective communication
6. Training of trainers/at appropriate level

Projects
1. Administration
2. Accounts, budgeting
3. Capacity building - management, documentation
4. New families management
5. Resource use & keep environment
6. Modeling as a form of change - ie., copy cat
7. Support for developing Provincial Strategic Plan
8. Organising
9. Women's literacy
10. Primary health care approach
11. Information & communication
12. How to deal with break down of culture
13. Income generation
14. Personnel

MAKIRA
1. Education & training
2. Gain knowledge & skill
3. New ideas
4. Practical skills
5. Management skills (including personal)
6. Leadership role
7. Skills in project management & evaluation
8. Education
9. Assist in management of organisation
10. Improve organisation leadership through 'awareness talk'
11. Improve community leadership skills
12. Help group with knowledge gained
13. Strengthen organisation skills
14. Better Christian leaders for nation
15. Project management skills
16. Group conference
17. How to organise & plan programs
18. Administration

GUADALCANAL
1. Contacts/Funding opportunities
2. Ideas & information/new ways
3. Trust building
4. Leadership - including women/roles & responsibilities
5. Planning/Vision, budgeting, & management
6. Empowering youth
7. Developing rural area community projects
8. Improvement in life for all Village to SI
9. Literacy
10. Advocacy
11. Governance
12. Strategic Planning

POSSIBLE COMMON THEMES

Planning and organising
• How to
• Holistic & strategic planning
• Simple decision making
• Evaluation
• Analysis
• For specific groups or areas (eg., youth, women, province)

Leadership
• Trust building & dialogue
• Inclusion of women
• Role of leadership
• Modeling of behavior
• New ideas, knowledge, skills

Management – organisational/program/project
• Finances: Accounting, budget, book keeping, acquittals
• Reporting: written & oral
• Preparing proposals
• Designing and setting up specific projects (eg.,
• Practical skills: e.g. computer skills
• Marketing
• Human resource management?
• Governance
• Capacity building within org? Seems to be where a lot of this stuff fits. Maybe workplace based training?

Communication
• Confidence, interpersonal
• Group presentation
• Networking/ information sharing
• Media relations
• Specific skills (e.g. mediation, conflict resolution, trauma counseling)

Research & advocacy
• Social issues
• Community needs
• Mapping & profiling
• Contacts & funding opportunities

**Training of trainers**
• Empowerment processes
• Follow up support and resources

**Income generation**
• Small and community level projects
• How to set up
• Linkages

**Other issues raised**
• Literacy (especially women’s) & distance education
• Sustainability
• Resource use and protection
• Disaster preparedness
• Families (management by new families, roles…)
• Counseling
• Education
• Primary health care
• Dealing with the break down of culture